

AUGUST 1, 1942

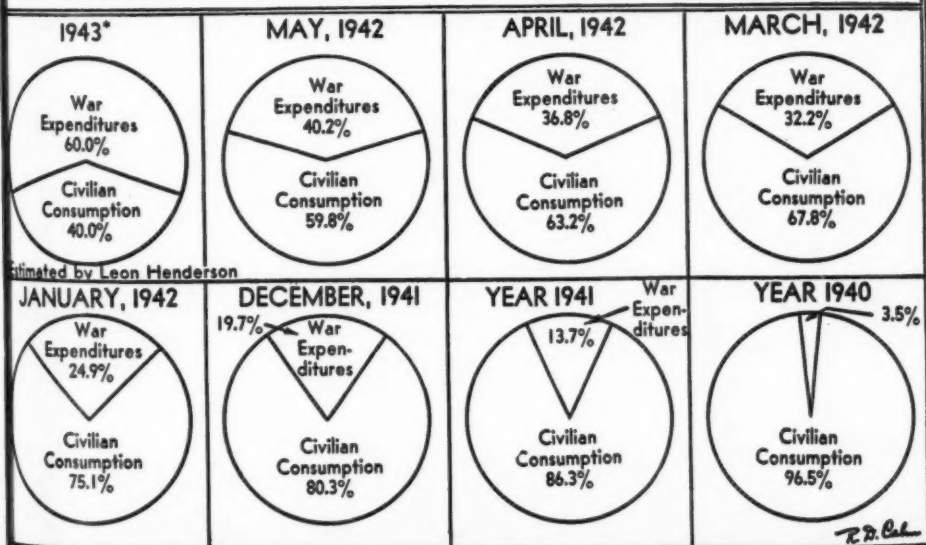


TWENTY CENTS

AUG 6 1942

Sales Management

WHAT'S LEFT FOR THE CIVILIAN?



If the amount left for civilians in 1943 is only 40%, don't forget that it is 40% of a probable 125 billion dollar income, and that the sum will be larger than the total national income of 1932 and 1933. In other warring countries service sales have gone up as goods shortages developed. Is that an answer to your problem?

HERE ARE THE LIVE CUSTOMERS!



Masses. One billion times a month fare boxes clink to the ring of coins from workers, earners, spenders—for a tremendous twenty per cent average increase in Transitads circulation over last year.

One billion times a month . . . to make Transitads more than ever America's Number One Out-Of-The-Home Medium. Here, indeed, is where you'll find live customers. The workers who have quit driving to office and shop, the wives who did motor for groceries . . . they're on the cars and buses now!

Now, Transitads live longer with more money in motion, deliver full-length sales stories in dominant space, full color, for an average exposure of 20 minutes per rider. They do it, not intermittently, but every hour of every day—and night—and they do it just before your customer reaches a store.

Here is where alert advertisers are turning for ACTION. Here is where they get it—at 5c per thousand circulation. More are coming in. You can't stretch a street car!



National **TRANSITADS** *Inc.*

CHICAGO—400 N. MICHIGAN AVENUE
NEW YORK—366 MADISON AVENUE

Offices in 23 Principal Cities



No time for a soapbox!

THE SUN was started in Chicago as a newspaper, to serve Chicago as a newspaper. It wasn't intended to be an organ or an antidote, a special pleader or a countercharge. It was intended to give Chicago better news service, news without bias, bearing or calculated effect.

Every live newspaper has some soapboxes in its system. The Sun is no exception. We have lots of soapboxes, and reserve the right to stand up on all or any of them for anything we think worth standing up for. But we try to keep them out of the newsroom and out of the news columns.

Soapboxes are often good for a newspaper, but when it becomes too much of a soapbox, it slips as a newspaper. Presenting the news is the main job; selling something or somebody to the public is a luxury of the editorial pages and the advertising columns.

And today there is so much big news in the world, that to get it and print it is job enough for any good

newspaper. Telling Chicago what's going on in the world is more essential, in our opinion, than telling the world . . .

THE SUN is doing the job it set out to do; has gained and held in six months more circulation, more readers and more influence than any new newspaper ever had in a similar time. And because Chicago people like and can trust The Sun, there never was any question that The Sun was an advertising medium from its first issue—that it had more to offer advertisers than most Chicago papers.

The lineage figures of the first six months add proof, if any were needed. The Sun has grown every month in advertising, as well as in influence . . . Reaching a third of the Chicago market, the best third in many respects—The Sun today is a "must" medium in Chicago for many advertisers; and a darn good buy for any! . . . Ask a Branham man to show you the figures!





Hex-the-Axis Pincushions

Until recently, the firm of Bassons Dummy Display Products, of Maspeth, N. Y., manufactured dummy cigars and candy for displays. You have seen their products in shop windows—top layers of candy boxes, cigars in boxes and tins, convincing imitations of *bona fide* candy and cigars.

Priorities hit the firm hard. To keep going the organization brought out a new item a few weeks ago. This was the Hitler Pin Cushion, which became famous almost overnight. In case you are one of the two or three persons in the United States who have not seen it, or a picture of it, we'll tell you it is a statuette of *Der Fuehrer* with a khaki cushion on the rear, at the inviting "Kick-Me" angle. Arthur Basson sent one to President Roosevelt, who allowed himself to be photographed with it on his desk. The picture was published in more than 1,000 U. S. papers—and Basson was swamped with orders within 24 hours.

Attached to the pin cushion is a label with the title, "Hotzi Notzi," and the rhyme:

It is good luck to find a pin
Here's an "Axis" to stick it in.

It retails for about 50 cents and is distributed through department, novelty, gift and other types of stores.

Success with the Hitler item inspired Bassons to bring out two others, both of which satisfy the urge to express disgust with heads of Axis governments. One is Ram Bunk Shus Benito, a caricature-type carving of Mussolini's head with the mouth hollowed into an opening for clips, matches, cigarettes. The accompanying verse is:



Psychiatrists advise, "If you can't fight 'im, stick 'im!" It calms resentment, and soothes your seething soreness.

SALES MANAGEMENT, published semi-monthly, on the first and fifteenth, except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyright August 1, 1942, by Sales Management, Inc., 34 North Crystal Street, East Stroudsburg, Pa., with editorial and executive offices at 386 Fourth Avenue, New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second class matter May 27, 1942, at the Post Office, E. Stroudsburg, Pa., under the act of March 3, 1879. August 1, 1942. Volume 51, No. 3.

Musso's mouth is large and round
The noise it makes is an awful sound
Here's a likeness of his face—
Dump your refuse in the proper place.

The other, called "Natzi and Ratzi", is a two-headed "ugly," combining the worst features of Hirohito and Schicklgruber, with a pincushion protuberance on one side and a ridged tail on the other. The ridges provide a good surface on which to strike matches. The verse for this item is:

I'm Natzi—I'm Ratzi
We're a match as you can see
Strike Natzi!—Strike Ratzi!
And on to VICTORY.

Made of materials not essential to production of war necessities, these novelties are saving the day for Bassons and they are bringing traffic to stores carrying them. From a psychological standpoint, they perform the important function of permitting people to release their pent-up hatred and disgust. Psychiatrists tell us that there's therapeutic value in sticking pins or otherwise mutilating the image of an enemy. It's along the same lines as burning or hanging him in effigy. The Bassons items are perfect for these purposes, since they make your enemy ridiculous. They're useful, too—to hold pins, clips, etc., or serve as match-scratcher. The Natzi and Ratzi two-headed monstrosity also comes in the form of an ash-tray. Analogous to eating your cake and having it too, you can abuse the Axis and keep your effigy too.

Calling Johnny Doughboy

Having had plenty of experience in selling with showmanship, Philip Morris & Co. has a well-organized program designed to win friends for the company's cigarettes and at the same time help boost the morale of men in the armed forces.

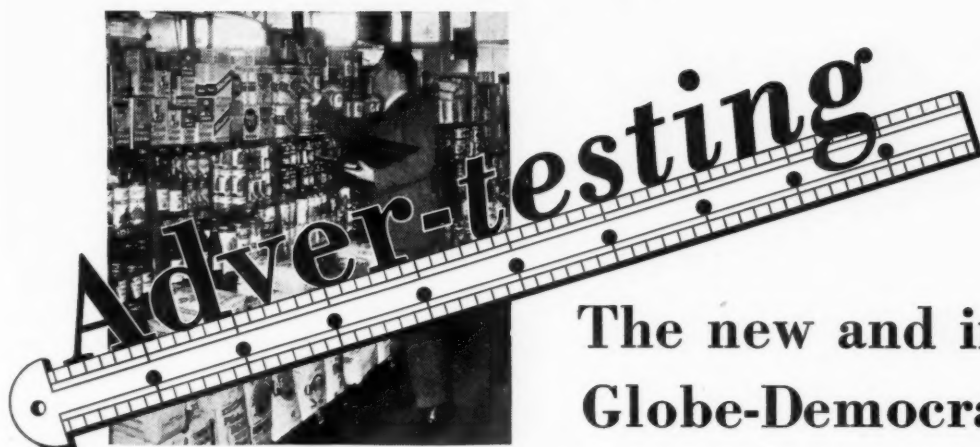
One plank of the program is the sponsorship of 14 motion picture units operating at various camps and forts for the showing of fight films, cartoons and other short comedies. Among the fights shown are the Louis-Conn, Louis-Baer, Louis-Simon, Tunney-Dempsey and other bouts, dating back to quite a few years ago.

The company is also operating three traveling station wagons which visit camps, distribute free cigarettes, play records on phonographs and give away postcards. The sides of the station wagons drop down to form writing desks and are equipped with pen and ink, so that the boys can write their cards on the spot and post them in a mail-box carried by each vehicle. The station wagons are painted in the familiar Philip Morris red, worn by Johnny, the pint-sized page-boy around whom the firm's advertising is centered. The postcards also bear a picture of him standing on a stack of telephone books.

Johnny, himself, travels about to camps near New York City, where he makes personal appearances. There are also two Johnny Juniors, small fellows who look and dress like him, and who visit camps in other localities, singing and dancing for the entertainment of the boys and distributing cigarettes.

Traveling with each station wagon is an officer's son (in military parlance, an "officer's brat"), who knows the ropes and takes care of the mechanics of getting settled for a camp visit. First step is to obtain permission from the adjutant to park near the mess hall. The facilities of the unit's loud speaker are also offered, and they are frequently accepted, officers using them to make announcements. (At Camp Edwards, it was used to announce that a USO dance would be held.) Between times, popular records are played, or a radio is hooked up to the loud speaker. Sometimes even the chaplain makes use of it.

Evidence of appreciation of the firm's activities are letters—from officers, chaplains and enlisted men. Sometimes the free postcards are mailed to the company with thanks and a request to "come and see us again—and bring more cigarettes."



The new and important
Globe-Democrat service
shows you, at any time, exactly how your goods
and your competitors' goods are selling in
the retail grocery stores of *Greater St. Louis*.



With *Adver-testing* you can accurately
check the efficacy of *copy, media,*
special deals, product, package, and
other factors.

Now you can *KNOW* how your merchandise is going in the retail grocery stores throughout St. Louis. . . . And how your competitors' sales are faring. . . . You can *KNOW* whether your latest deal is clicking. You can check consumer reaction to your new package. You can tell *quickly* whether your advertising copy is doing the job. You can tell whether you are using the right media.

The Globe-Democrat, St. Louis' oldest newspaper, with its intimate relationship with St. Louis retailers, has developed this new service for you.

MEASURE YOUR SALES WITH ADVER-testing

You have always been able to check your sales to wholesalers, but until now, you have not been able to measure the sales of your goods across the retailers' counters.

The Globe-Democrat, in its ADVER-testing service, checks retail grocery stores to determine *how brands are moving, what selling pressure is being exerted, how and where goods are being displayed.*

A CONTINUING AUDIT OF 19 LINES

This ADVER-testing by trained Globe-Democrat staff men goes on month after month. At any time, The Globe-Democrat can give you the true and comprehensive report of sales performance in your line in St. Louis grocery stores.

The Globe-Democrat's ADVER-testers check the grocer's shelves. They check also his windows, his counters. They go to his basement, to check reserve stock. They check location of merchandise—to see whether it is in sight or out of sight—accessible or inaccessible to the purchaser.

THESE REPORTS ARE READY FOR YOU

Globe-Democrat ADVER-testing has been developed and perfected for YOU. It offers a new yardstick, by which you can measure your sales and your sales potentials.

WANT ACCURATE, UP-TO-THE-MINUTE INFORMATION on St. Louis Grocery Sales? Write to The Globe-Democrat or the nearest Globe-Democrat representative. You'll get quick action.

The Globe-Democrat can supply, on short notice, the accurate and up-to-the-minute sales picture in these 19 lines

(Subject to change)

1. ALL-PURPOSE FLOUR
2. BABY FOOD
3. BAR LAUNDRY SOAP
4. CAKE FLOUR
5. CATSUP & CHILI SAUCE
6. HOT CEREALS
7. READY TO EAT CEREALS
8. COFFEE
9. DESSERT POWDERS
10. EVAPORATED MILK
11. PACKAGE LAUNDRY SOAPS
12. PANCAKE FLOUR
13. SHORTENINGS
14. DRY SOUPS
15. SPICED LUNCH MEATS
16. TOILET SOAPS
17. TEA
18. DOG FOOD
19. CARBONATED BEVERAGES

St. Louis Globe-Democrat

The Famous Newspaper of the 49th State

AUGUST 1, 1942

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OUR 30TH YEAR OF ALL-OUT LEADERSHIP!



FOR 29 consecutive years The Chronicle has led in Houston on an all-out basis—in circulation and in advertising. This, our thirtieth year, finds the margin of leadership greater than ever.

Overwhelmingly Houston's HOME Newspaper!

On the HOME front, the heart of the Houston market, The Chronicle delivers 28.6% more daily circulation than the second paper, and 47.5% more than the third paper. This is in addition to The Chronicle's big circulation lead in the outside territory.

Overwhelmingly Preferred by Advertisers!

Retail, general, classified—all types of advertisers prefer The Chronicle. During the first six months of this year, for instance, The Chronicle published 63.7% more advertising than the second paper, and 167.1% more than the third paper.

**Pay Rolls in Houston Are Running
53.5% Above the Average Month of 1929!**

THE HOUSTON CHRONICLE



First in Circulation and Advertising
for 29 Consecutive Years

R. W. McCarthy The Branham Company
National Advertising Manager National Representatives

Alka-Seltzer's Glad Ad-Artist

Thousands have chuckled over the doings and sayings of the big-headed little people in the Alka-Seltzer and One-a-Day Vitamins car card advertisements. Their creator, G. W. French, of Chicago, is just as colorful as they are, and he radiates the same cheerful optimism that characterizes them (except those among them who have not yet discovered the virtues of Alka-Seltzer).

Born on a Michigan farm, Artist French has never done any other work except drawing—first for newspapers, as a cartoonist, and later as an independent commercial artist. He started making the Alka-Seltzer drawings in 1934, adopting "large-head, small-body" figures, so that the "audience could see the facial expressions of the speaker." He writes the verses himself. The characters are everyday people in everyday situations.

At one time one of French's two daughters shared a studio with him, and this was probably the origin of the story that father and daughter create Alka-Seltzer ads. In rebuttal, he wrote:

Don't blame my daughter
For writing such verse.
Her Dad does it all
And that makes it worse.

The public takes a proprietary interest in the Alka-Seltzer ads and squawks loudly if the artist slips up in any respect. He once pictured a couple dancing, and comment came from remote quarters to the effect that the lady was leading the man—so he reversed the situation and ran it again, with an appropriate verse.

There are, of course, many requests for reproductions. Topping this list is the drawing of a couple sparking in an old top buggy drawn by a "steady" white horse, with fodder shocks and the moon in the background. One man has papered his den with the advertisements. One of the most amusing comments was relayed from a mother whose child had asked, "Do all people who take Alka-Seltzer have big heads?"

Though he is best-known for his work for Miles Laboratories, Inc., featuring Alka-Seltzer and One-A-Day pills, Artist French has had other clients as well. Among them are Williamson Candy Co. (Oh Henry! bars), Champion Spark Plugs, Bauer & Black, Kellogg Nurseries, Pillsbury Milling Co. In addition to car cards, media in which his work has been used are magazines, newspapers, show cards, outdoor and display posters. It is only for Miles Laboratories, however, that he has used both verses and drawings consistently. Reproduction of the car cards is by Forbes Lithograph Co.

His method of working is first to select the situation and write the verses, then making the pencil drawings, and finally finishing in color. All work is completed before leaving the studio, since, in his opinion, "sketches of cartoons are only poor cartoons."

Mr. French says his ideas "just come," from the same unlimited source from which all ideas come. He says "I just take the ingredients, stir them well with my own thoughts, flavor them with my own individuality and serve them to the public." He says, somewhat cryptically, that "individuality is the only original thing we have." It cannot be "copped or copied," and is "surely our safest guide if we would produce something different."

There's a strong family resemblance among all this ad-artist's cartoon characters. He also has the gift of portraying much with a few strokes of the pen. Though the bodies are drawn in small scale, compared to the heads, the lines are revealing. We know, for example, that a middle-aged skater, with hands clasped behind him, is well-pleased with himself—that he thinks he is showing a thing or two to the youngsters on the ice. The dejection of the man who imbibed too freely the night before is apparent not merely in the expression on his face, but in the slump of his shoulders. But no matter how pitiable their plight, Alka-Seltzer ad characters are still amusing.

Cartoonist French's philosophy is thus summed up in his own words: "I want my drawings to radiate happiness and to belittle distress. I want people to feel better just by reading them and looking at them. I do not always succeed, but I try."

SALES MANAGEMENT

Is Michigan Boulevard out of business?



The photo's no phoney! But where are the speeding traffic streams, the close-packed lines of cars, the parade of pedestrians? . . . This is the Boul Mich at 9:30 on a Sunday morning!

Michigan Boulevard and most Main Streets are deserted on Sunday. People are home, at ease. They have time to pay attention to whatever interests them—including advertising!

And Sundays, at home, there's a tremendous advertising thoroughfare that not enough advertisers know about—in the Comics sections of Metropolitan Group. The best prospects may not be tuned in on your radio program. They may miss your advertising in the news sections . . . but few people miss the comics sections. And you can't miss with advertising in the comics sections!

Metropolitan Group comics sections have 81% readership among adult men, 79% among adult women—and practically 100% among children. No other medium gets more eye traffic, higher reception or readership. No other advertising or activities interfere—because the Sunday Comics are a deep rooted habit, get a regular, every week, family reading . . . The Group includes 12,000,000 circulation—in the largest and best Sunday newspapers, with majority family coverage in more than a thousand cities and towns—concentration where two-thirds of all retail sales come from, coverage enough to get any worthwhile message across, to get action for any good idea or product. Four colors to work with. Half-page units that show a lot, say a lot. And a cost close to ordinary r.o.p.

Find out more about this Sunday medium—for your everyday advertising dollar. Ask any office!

Metropolitan Group

Baltimore Sun • Boston Globe • Boston Herald • Buffalo Courier-Express • Chicago Tribune • Cleveland Plain Dealer • Des Moines Register • Detroit News • Detroit Free Press
Milwaukee Journal • Minneapolis Tribune & Star Journal • New York News • New York Herald Tribune • Philadelphia Inquirer • Pittsburgh Press • Providence Journal
Rochester Democrat & Chronicle • St. Louis Globe-Democrat • St. Louis Post-Dispatch • St. Paul Pioneer Press • Springfield Union & Republican • Syracuse Post-Standard • Washington Star • Washington Post
220 East 42d Street, New York • Chicago: Tribune Tower • Detroit: New Center Building • San Francisco: 155 Montgomery Street

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Significant Trends

As seen by an editor of *SALES MANAGEMENT* for the fortnight ending August 1, 1942:

Let Uncle Sam Make Sales Calls

MONTGOMERY WARD'S NEW CATALOG reminds us that selling by mail should achieve proportionately greater results as the war drags on. As salesmen leave for the armed services, as tires wear out and gas gets scarce, as trains, buses and planes become filled to overflowing—Uncle Sam's mailmen will become our greatest sales army. Ten days ago Montgomery Ward's company sprang a wartime surprise on the retailing world by issuing the largest catalog in its history, a fall and winter book which lists more of the higher quality and luxury type merchandise than has ever before been offered to mail order customers.

Those of us who were born and raised on farms or in small villages where the Sears and Ward catalogs were "must" reading—and then served their double purpose in the little detached building alongside the crabapple tree—will gasp at a Ward catalog listing a world-famous brand of watches which run as high as \$550 in price, and diamond rings ranging up to \$2,200! We think of those old catalogs as synonymous with cheapness.

The Ward officials, in commenting on the new catalog, left no doubts that they expect the war to strengthen relatively the mail order branch of retailing. The two big companies do not give out any detailed breakdown of their sales between retail stores and the mail order department but they admit that restrictions on the use of automobiles, and the operations of war industries where both men and women are working long hours, have already made a material change in the distribution of sales between the two branches of their business. Ward records show that the proportion of their mail order customers living in metropolitan and urban centers has been increasing recently, and many of the changes in the present catalog were made with those urban prospects in mind.

Two other significant items appear in the Ward book. One is the inclusion of many scarce goods—nylon and silk hosiery, small electric appliances, electric radios, farm machinery—whereas Sears eliminated those items from its catalog. The Ward policy is to divide scarce goods equally among retail and mail order customers; on the other hand, Sears is liquidating its sinking inventories of these goods chiefly through its retail stores. The other item—and one which is of greater interest to most manufacturers—is that the new 1232-page Ward catalog apparently carries more nationally advertised brands of merchandise—especially in the higher priced categories of lines—than ever before.

What Ward is doing to its catalog many manufacturers can do through booklets and sales letters, and this is especially true in territories where their salesmen cannot conveniently get to buyers and buyers cannot conveniently come to them. These should be bonanza days for direct mail houses, and for makers of trick mailing pieces and unusual envelopes and letterheads.

Eastern Salesmen and Gas

AS WE GO TO PRESS there has been no modification in the official ruling regarding gas for salesmen in the eastern seaboard states. Salesmen very definitely are not classed in the supplementary ration application blanks as being es-

sential in the prosecution of the war, and so far as official rulings go only those representatives of a very limited group of essential industries are entitled to anything above the "A" book.

So it is up to the local rationing board—and up to the salesmen to make a convincing presentation of their cases. We learned of a few cases in and around New York last week: Salesmen were first turned down flatly on their requests for supplementary rations on the ground that salesmen are not entitled to them—but these salesmen were able to prove that they did some servicing work along with their selling, and upon presentation of this evidence the local boards allowed them additional gas on a custom-made basis. One man showed his route list and was given gas sufficient for 2,700 miles of driving a month—another did the same thing and was given 2,400 miles. So if your salesmen can honestly say that they *service* accounts as well as sell them they should be able to get the gas they need for essential driving.

How to Sell Victory Models

GLOOMY NEWS FOR TRADE-MARK OWNERS comes from the War Production Board. They say that in a few months trade-mark conscious purchasers will have to be satisfied with a "typewriter" or a "plow" or a "bicycle." No more X brand or Y brand—just a Victory model.

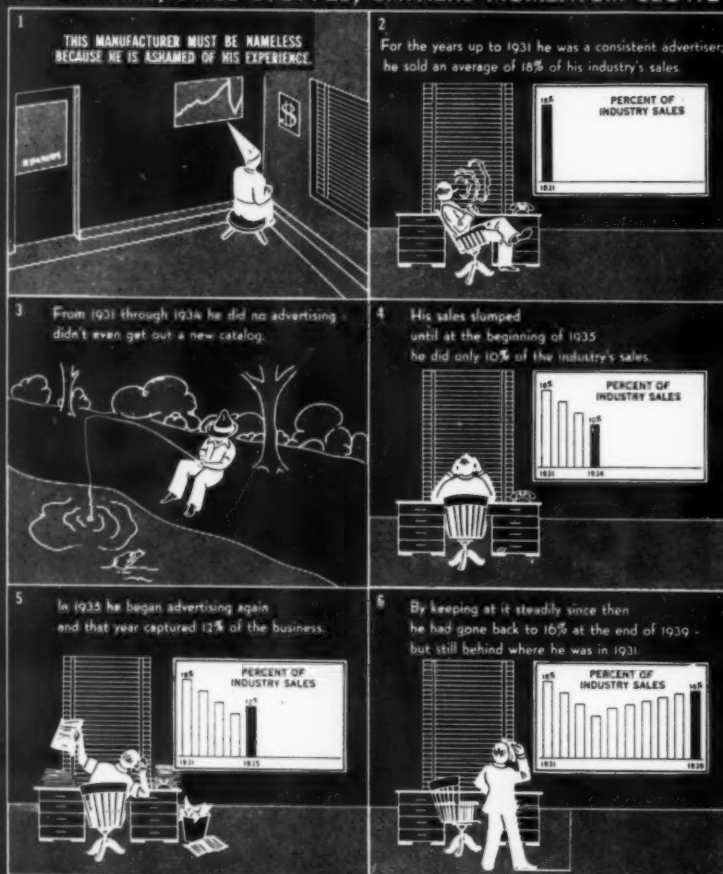
The Board has decided that when an industry must be partially converted to war work the remaining civilian output will be concentrated within a few small units of the industry. It won't be scattered over the whole industry with each plant turning out 90% war goods and 10% peacetime products. Two basic factors will determine the plants which turn out Victory models. First the plant must be in a "slack labor" area (New York City is an example) where there is a surplus of labor after filling all war jobs. Secondly, the plant must be unsuitable for conversion to war production.

One typewriter company—reportedly Woodstock—will make all of the typewriters that will be turned out from this time on during the war. Other plants within the industry will be converted to 100% war production.

Farm machinery, auto and truck parts, stoves, furnaces, metal furniture and bicycles are among the things which may be available only in Victory models. The farm machinery industry will be the biggest to feel the bite of the new policy. But it was headed for curtailment anyway, and unlike the typewriter program in which only one company will continue production, several companies in the farm machinery field may operate their small plants for farm machines and convert their large ones to war work.

What will manufacturers have to sell in those industries where only Victory models are produced? Prices will be regulated by the OPA—so price won't be a talking point. What will be left are such intangibles as may be grouped under the general heading of *service*—quickest possible shipments, the friendly, thoughtful, cooperative spirit, etc. Good planning and execution along these lines can keep the trade-mark alive with distributors and retailers. The right type of consumer advertising can keep the trade-mark alive with the end-customers.

ADVERTISING, ONCE STOPPED, GATHERS MOMENTUM SLOWLY



DURING BOTH DEPRESSION PERIODS AND SELLERS' MARKETS THERE ALWAYS IS A TEMPTATION TO "SAVE MONEY" BY SLASHING ADVERTISING. A TEMPORARY SAVING MAY BE A PERMANENT LOSS IN SALES.

A subscriber makes the very good suggestion that this Pictograph, which appeared in full page form in *SALES MANAGEMENT*'s issue of July 15, 1940, is even more pertinent today than it was then. Government officials, on the whole, are taking a very reasonable and realistic attitude about the advertising of companies which literally have nothing to sell. "The test of whether expenditures for advertising are deductible," said Secretary Morgenthau on May 28th, "is whether they are ordinary and necessary and bear a reasonable relation to the business activities in which the enterprise is engaged. This is not intended to exclude institutional advertising in reasonable amounts or goodwill advertising calculated to influence the buying habits of the public. If such expenditures are extravagant and out of proportion to the size of the company or to the amount of its advertising budget in the past, or if they are not directed to public patronage which might reasonably be expected in the future, such payments will be disallowed as deductions."

Who could ask for anything more reasonable than that? Incidentally, it is substantially the solution reached last month by the Canadian government after a conference with the Association of Canadian Advertisers. It recognizes the right of government to prevent advertising costs clearly out of line with past experiences and reasonable future prospects—but it also recognizes the wholesome effect upon public morale of information concerning the war effort and the necessity of retaining name consciousness and brand desires for the post war period.

Significant Shorts

Good News For Proprietary Makers: Subscriber Don Curtiss of *Modern Magazines* passes along a prediction which we think is sound. He calls attention to the vast number of doctors being drafted for army work. In some towns half of the doctors are already in service. With a shortage of doctors should come—if the makers of proprietaries are alert—greatly increased sales, for there's almost bound to be an increase in self-medication.

Training Tomorrow's Sales Army: In a talk before the New York Sales Executives Club, Ladson Butler of the Jam Handy organization warned sales managers that immediate steps should be taken to prepare for training the increased sales personnel of the post war period. He estimates that setting up a *satisfactory* program will take the average company a full year. As soon as the plan is sold to the management and the training program is completed, it should be tried out on the present curtailed sales staff to provide not only a test but to help build up the efficiency of the present sales forces. At the same meeting Nelson B. Sherrill, general manager of the Home Insulation Division of the Johns-Manville Corp. urged that greater emphasis be put on aptitude tests in hiring salesmen. Any organization which has a mandatory rule against hiring men over 40 is applying as much intelligence as a race track better who bets only on black horses.

Too Late For Publication: Being in the publishing business ourselves we can sympathize with the complaint being registered by so many newspapers and magazines over late receipt of advertising copy and plates. Owing to war conditions both mail and express shipments are often delayed. Advertisers would serve themselves by advancing the mailing dates of all advertising material by a minimum of four days, and a week would be even better.

How Media Selling Has Changed!: News from the St. Louis *Globe-Democrat* of a new grocery audit plan to provide an accurate measurement of food sales reminds us how much more media selling organizations offer to the advertiser than they did 30 years ago when not even reliable circulation figures were available. The new *Globe-Democrat* service will show the sales manager in the food business exactly how his and his competitors' goods are selling across the retail counters of St. Louis grocery stores and will enable him to check with accuracy the effectiveness of copy, media, special deals, product, and packages. . . All media are offering more and sounder information. For example, Station WOR, New York, provides a continuing study of radio listening in the New York area. The station's recent release is typical of frequent ones. It reports a survey made for it by Crossley, Inc., among 12,000 people to determine listener preferences on the length of news broadcasts. Results: 64% want 15-minute news shows while 36% prefer five- or ten-minute broadcasts.

PHILIP SALISBURY

SALES MANAGEMENT

The lustiest two-year old in Boston



MAYBE it's that nourishing diet of 5000 watts on 590 kilocycles. Or the richness of our nineteen primary daytime counties. Anyway, WEEI's FOOD FAIR program has outstripped everything of its kind in Boston—and it's only two years old. Here's the record* at the end of the FOOD FAIR's second year:

33% more audience than the nearest ranking participating food program in Boston—a seventeen-year-old.

300% more audience than the second ranking participating food program—a fifteen-year-old.

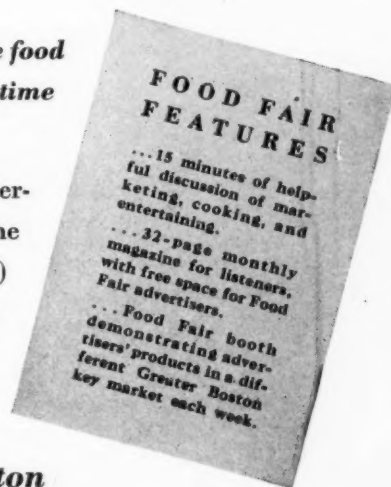
A record of winning 7 times the audience of a competitive food program which started out at approximately the same time as WEEI's FOOD FAIR.

Built around three experts in cooking, marketing and entertaining — expertly merchandised — carefully produced — the FOOD FAIR works six resultful days a week (10:45–11:00 a.m.) for advertisers. For the complete story about this healthy young giant, get in touch with WEEI or Radio Sales.

*From C. E. Hooper study December 1941–April 1942.

WEEI *Columbia's Friendly Voice in Boston*

Operated by the Columbia Broadcasting System. Represented by Radio Sales: New York, Chicago, Los Angeles, St. Louis, San Francisco, Charlotte



How Will the War Affect the "Five & Dime" Business?

While the five and tens have headaches galore, evidence is all on the side favoring continuance of the low-priced lines upon which their reputation has been built. Some manufacturers may pull their goods out of these markets, but others will find a new opportunity to break into a field which has heretofore turned only a cold shoulder.

BY JOSEPH REISS
President, Reiss Advertising, New York

WILL war claim the five and dime business as one of its economic victims?

That question was being asked frequently before all-over price control became effective. The application of a general price ceiling seemed to put the question to rest, however. But actually the new price regulations should have goaded those concerned into asking the question even more insistently.

The reason isn't hard to define. While it is true that prices cannot be increased, and that five and ten price lines are therefore safe in that respect, it is also true that there is nothing in the price regulations that can compel a manufacturer to make an item that is no longer profitable. Therefore, if a manufacturer decides that the squeeze on five and dime items is more than he can stand, there is nothing to prevent him from making something else in a higher price line—provided he can get the materials and the labor.

Doubts Shake Confidence

There is another reason why the question should still be asked. I refer to the fact that some variety goods executives have been known to ask in the privacy of their conference rooms, whether the current situation offers a golden opportunity to break away from five and dime business. There aren't many who take that attitude, but some of those who do are sufficiently important to shock the complacency of those who see no cause whatsoever for questioning the future of the five- and ten-cent business.

Because the subject is currently both alive and significant, I have been questioning chain store executives and the heads of important chain store resources. Analysis of these inter-

views results in this report:

The attitude of the chain store executives with whom I spoke leaves no doubt that the majority believe that postwar salvation of five and dime stores depends entirely on their ability to preserve their five and ten, low-price reputation. These executives point out that variety stores cannot compete, on a price-line basis, with department stores or with such chains as those operated by Sears Roebuck and Montgomery Ward. They point out that, while the entire trend in five and ten stores ever since World War No. 1, has been toward higher price levels, these lines have moved upward largely because of the low-price, high-value reputation developed by the five- and ten-cent price lines. In other words, their argument is that without the lure of the five- and ten-cent items, the variety stores would not be able to move more than a small percentage of the higher-priced lines that they carry.

Goods, Selling, Style Differ

That stand is taken by these executives for a number of other reasons. First, they point out that on many of these higher-priced lines, the department stores have resources of years' standing, which will continue to sell to department stores so long as merchandise is available. These resources have little or no merchandise for the variety chains and, in many instances, where they do have such merchandise, they prefer not to endanger their department store contacts by opening variety store distribution.

Second, these executives state that many of these higher-priced lines, for real volume, require a brand of behind-the-counter selling that is almost entirely absent in variety stores. Your typical department store salesgirl is a mediocre seller, but she is head and

shoulders above 95% of the variety store salespeople in selling ability.

Third, they claim, variety chains are not able to carry the assortments carried by department stores.

Fourth, they believe, many of these higher-priced lines call for a more leisurely method of buying and selling than is typical of the variety store.

Fifth, there is the factor of style prestige, which the variety stores do not possess to the degree department stores do.

Then, finally, in more normal times, there are such services as charge accounts, deliveries, returns, etc., all of which have been developed to a high level of efficiency by the department stores and which the variety stores are hardly in position to duplicate without changing their organization entirely.

Of course, real old-timers among five and ten executive personnel talk about the American "institution" represented by the five and ten. That, of course, sounds impressive. But it so happens that this country is no great respecter of institutions. There were some grand old wholesale dry goods houses, years ago, who were also convinced that they were "institutions"—but they disappeared from the business scene. The jumbled crossroads general store was also an "institution" but, while it didn't disappear, it certainly changed.

Low-Prices Create Volume

The most potent argument advanced by those who insist that the five and dimes must remain five and dimes is that it is this price line characteristic that gives them the individuality on which the entire business is founded. That, in my opinion is correct. There is little reason for a woman buying higher-priced items in many five and dimes other than the assumption that she is getting better value—and that assumption stems from the "appearance" value as well as the actual value of the five- and ten-cent items stocked.

Still another element brought out by those within the chains who favor sticking by the five- and ten-cent price lines, come what may, is found in the statistics of those stores' merchandise operations. These show that the major share of the *dollar* volume of most, if not all of these chains, is still done on five and dime items. When you

consider that 20 five-cent items must be sold to equal the dollar volume of one \$1 item you begin to realize how tremendously potent is the five and dime price line to the variety store.

The few chain store executives who favor swinging away from five- and ten-cent items make much of the fact, first that the trend has been toward higher-priced items in these stores and, second, that the profit ratio (not necessarily the mark-up) has been better on the higher-priced lines. But it should be noted, as pointed out to me by the president of one large variety chain, that the executives who lean away from five- and ten-cent items are the relatively few men brought in from higher-priced line chains to operate

will lack the variety of colors, will feel the shortage of alcohol—but no more than other stores.

Finally, it must be borne in mind that the public is becoming increasingly conditioned every day to "doing without." Consequently, people will buy five and dime items even if they are sold with merely a simple wrapper—or even if they aren't wrapped at all but slipped into a small envelope.

There are still other phases to the answer to this question. One of the largest manufacturers of drug items says that his five and dime items are such potent advertisers for his entire line that he would continue to package them even if it meant being unable to package some of the larger

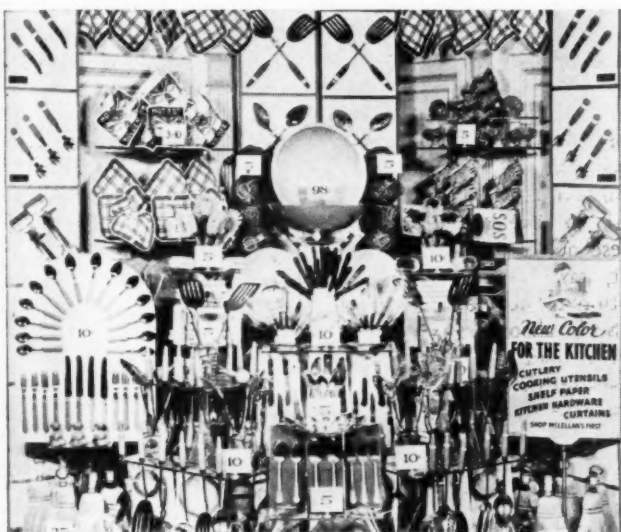
units. Another large advertiser of tooth paste is actually cutting down on his 21-cent and 39-cent retail numbers in favor of his dime units which give him both a higher mark-up and more volume.

Of course, the Government may issue an edict against five and dime packages, and that would be serious.

With respect to the attitude that manufacturers are taking, one is immediately confronted with a number of conflicting factors. These may be summarized as follows:

On the negative side:

1. Some manufacturers dislike the variety stores. They would like nothing better than an opportunity to knife them.
2. Some manufacturers who just grew into variety store business, suddenly found that the major part of their output was going into a few chains, and that these chains practically "owned" them. These manufacturers may want to utilize the current situation as an opportunity to break those shackles.
3. Many manufacturers wanted to build a brand name business but met such opposition from the variety chains that they were prevented from doing so. Incidentally, some of these manufacturers are now cutting out private brands, insisting that the chains buy the manufacturer's own brand, and are beginning advertising campaigns. The chains need merchandise so desperately that there is little they can do about it.
4. Many manufacturers feel that because five and dime business is now reaching its volume peak and because they are listed by the variety stores as five-



A window chock full of five- and ten-cent items vs. one 98-cent item proves that this chain remembers that five- and ten-cent sales create the greatest dollar volume.

the higher-priced line departments of variety stores. These men look with something akin to disdain on five and dime business. To them it is small, piddling. However, theirs is merely a small thin voice in most variety store organizations and promises to remain so.

A question frequently raised is: If packaging materials are curtailed even more critically, and if the Government forces the elimination of small package units, what will happen to the departments of the five and dimes in which these packages are now sold? Manufacturers tell me there is no shortage of the types of paper materials required for effective packaging of typical five and dime items. Of course, there will be exceptions. But by and large, so long as various papers are available, the huge majority of five and dime items will continue to be packaged. Moreover, it must be remembered that many items now packaged, can be sold just as well—in wartime—on cards, with or without a protective covering. Variety stores, like others, will have to get along without metal caps and tubes; they

... But, does this full-page "invitation to discover the 1942 Woolworth's," which appeared in many cities throughout the country indicate that the chains intend to break away from their "5 & 10" reputation?

and ten-cent resources, they cannot break out of this price line groove. They intend to use the present situation as an opportunity to get out of what they consider to be a price line rut.

5. Many manufacturers have, for years, been compelled to make what the five and dimes told them to make. These manufacturers, in certain instances, now intend making what they have long wanted to turn out—in some cases, higher priced lines.
6. In general, it may be said that a large group of manufacturers view the present state of affairs as a chance to break away from what they consider to be—sometimes justifiably—dangerous dependence on five and dime business.

Through Thick and Thin

On the other side of the fence we have the following elements:

1. Manufacturers who have waxed rich on five and dime business and intend to stick by it.
2. Manufacturers whose machinery, methods, etc., are all geared to five and dime business and who would find it difficult—if not impossible—to change over to another type of operation.
3. Manufacturers who have never built up a sales force—in fact, companies that were simply manufacturers for the variety stores and who really carried their offices “in their hats.” They have enjoyed the simplicity of this type of operation and don’t want to change.
4. Manufacturers who find the five- and ten-cent business to be an excellent sampling business—such as some of the cosmetic makers.
5. Manufacturers who find the five- and ten-cent business an excellent “advertising medium” so to speak. These manufacturers reason that the five and dimes place their lines, in miniature size, before millions of people daily and that this is advertising circulation of high merit.
6. Manufacturers, in general, who, either for reasons of direct profit or indirect profit, want to cultivate the five and dime as an outlet.

To the factors favoring a continuance of the five and dime business, the analyst must add the following:

1. The price control ceiling which will enable a large group of manufacturers who were being forced out of the five and ten price ranges to remain within those brackets.
2. The manufacturers who have become so thoroughly identified as variety store resources that few independent merchants would buy their lines.
3. The manufacturers—and their number is growing daily—who are convinced that the enormous increase in raw material supplies will double and triple the availability of five- and ten-cent items in postwar markets.

There you have, at least in outline form, the line-up between the opposing forces both within the variety chains and among their resources. What does it add up to?

In my opinion, and this is based on a fairly wide check-up, certain conclusions can be stated rather dogmatically. I would list them this way:

First: Not one major five and dime chain will drop its five- and ten-cent price lines.

Second: Since so many of the five- and ten-cent items are not particularly affected by priorities, and since the price ceiling regulation controls the prices, these items will continue to be available to variety chains.

Third: Before the new price ceiling regulations became effective, a large group of five and dime resources had altered their lines to be able to continue turning them out profitably, within those price ranges. A tremendous amount of simplification and standardization had been accomplished—much of it at chain store insistence. Consequently, actually hundreds of five and dime resources are now in position to continue to make these items without incurring a loss.

Fourth: Many manufacturers who formerly did not sell to five and dimes, or to whom these outlets were relatively unimportant, are seizing upon the present situation to develop varieties as postwar shock absorbers.

Fifth: Variety stores had been working assiduously before the new price control ceiling became effective to help their resources develop five and dime lines that would be as labor-proof and material-proof as such things can be made these days. They

are working equally hard at these twin problems today—and with considerable success.

Sixth: Variety stores had been working with equal fervor to strengthen those departments in which supply promised to be not too much of a headache. This included such departments as paper, glassware, and toilet goods. Some formerly small five- and ten-cent departments have been tripled in size. New and rejuvenated departments such as blackout and garden shops will help chains take up some of the slack in five and dime items.

All of these conclusions are predicated on assumptions which, if incorrect would quickly change the observations. One assumption is that labor will continue to be available. A second assumption is that the raw and semi-finished material situation is not going to get much worse than it is right now. A third is that the price control regulations will be effective.

And the final assumption is that it is not the policy of our Government to stifle to death every economic activity in the civilian category. If essential civilian production is sensibly controlled, then five and dime business will survive. It will be a struggle that will tax every resource and all the ingenuity of the variety chains and their sources of supply, but there is every reason to believe that, since the chains are determined to preserve their five and dime identity, they will run the gauntlet successfully.

Campaigns and Marketing

First-Timer

A newcomer to radio, the Mail Pouch Tobacco Co., will launch its first network radio program over the facilities of the Blue Network in behalf of its Melo Crown and Melo Pouch lines. This company has used outdoor and spot radio advertising extensively in the past, but is now substituting the personal touch of radio for the personal contact of its sales staff which is forced to limit its calls.

For this first venture, starting late in September, Mail Pouch will sponsor “Counter Spy,” a timely program which dramatizes the activities of the United Nations’ secret agents. Fifty-nine Blue stations will be used on Monday nights from 9:00 to 9:30. Walker and Downing is the agency.

It's Beans Again

H. J. Heinz Co. is resuming product advertising in newspapers. Present

schedules, through Maxon, Inc., call for large insertions every other week until Labor Day in a total of 169 papers. Beans will be promoted in some markets, soup in others, and both in still other markets.

Particular significance is attached to this announcement for Heinz cancelled a consistent program in more than 400 newspapers last Spring, owing to tin shortages, and has run only a few institutional insertions since that time.

Eversharp Takes It

Eversharp, Inc., has joined the list of companies heard over the full CBS network. The Eversharp quiz program, “Take It Or Leave It,” is currently heard over 80 CBS stations, and adds the rest of the network in September. The Biow Co. is the agency.

Among the other companies who are taking advantage of CBS’s new discount plan to expand the entire net-

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work are R. J. Reynolds (Camels), Liggett & Myers (Chesterfield), American Tobacco and Coca-Cola.

Beautiful Smiles

Procter & Gamble will launch in September a campaign for Teel liquid dentifrice in magazines and newspapers with combined circulation of 16,000,000.

Theme will be: "Teel Protects Teeth—Beautifully." A "leading university clinic" will be reported as finding that "58% of patients . . . actually brushed cavities into softer parts of teeth." A typical headline will say, "Before You Brush Your Teeth Again—Read This Report."

While still clinging to the basic story that abrasives in other dentifrices cause serious harm to teeth, Teel advertising will be considerably milder than last year when a number of publications refused to accept copy which bore the headline "Of 8 Leading Dentifrices Tested, Liquid Dentifrice Alone Avoids this Injury to Teeth."

Check and Double Check

With a double check theme on battery care and battery buying, U. S. L. Battery Corp., subsidiary of the Electric Auto-Lite Co., this month launched a national advertising campaign on Auto-Lite batteries, keyed to educate proper care when batteries are in service and proper selection when it comes time to buy a replacement.

Leading national publications and sectional farm papers will carry to car owners these twin wartime battery messages.

Coffee Savers

A joint committee of domestic coffee roasters and of Latin-American coffee growers has been formed to direct the 1942 institutional goodwill program for coffee sponsored by the Pan-American Coffee Bureau.

The joint committee is now working on plans for a coffee educational program that will take into account current conditions.

The new campaign will also include an educational appeal to the consumer as well as to roasters and wholesale users of coffee "to keep coffee in the picture as the nation's number one beverage through careful usage and prevention of waste."

\$200,000 Worth of Cheese

Taking the cue from a recent statement by Secretary of Agriculture Claude R. Wickard reporting enough cheese for everybody, the dairy indus-

try is launching a \$200,000 nationwide campaign.

"Serve Cheese and Serve the Nation" has been chosen as the slogan for the campaign which will culminate in national observance of "Cheese Week for All America."

Over 50% of the fund will be used for radio time, through several manufacturers devoting their regular programs to industry promotion of cheese without brand mention. Large space newspaper copy is scheduled for 61 papers in 49 cities. J. Walter Thompson is handling the account.

Raising Cain

With an advertising budget approximately one third larger than for last year, John E. Cain Co., Cambridge, salad dressing makers is conducting the largest advertising campaign in its 28 year history, and is again repeating the policy first started last year of advertising weekly throughout the year.

The first part of the campaign includes the Marjorie Mills radio program over seven Yankee network stations and 72 newspapers in New England, New York, Pennsylvania and New Jersey, emphasizing the theme, "Save sugar—serve salads instead of sweet desserts."

Stage Door Canteen

Corn Products Refining Co. is sponsoring the "Stage Door Canteen" over 43 stations of the Columbia Broadcasting System.

The program is starting immediately, and will be heard each Thursday night from 9:30 to 10:00. Headliners

from radio, stage and screen are to appear on the variety program. The Corn Products Co. is donating \$2,500 weekly to the Canteen.

This is the first time the company has been on the air since October, 1940. C. L. Miller is the agency.

About Advertisers

Campbell Soup Co. (Ward Wheelock) has taken a half-hour Sunday night spot on CBS starting September 13, and is developing a new show for it.

Lever Bros. (BBDO) is adding car cards in 65 cities to the varied list of media used in the Vimms campaign.

Procter & Gamble (Blackett-Sample-Hummert and Pedlar & Ryan) plan to run 25 daily sentence-ending contests for Camay and Oxydol to be promoted in magazines, radio and other media.

Burlington Mills (J. M. Mathes) will start its first sustained campaign in women's magazines, stressing a recently adopted Bur-Mil trade mark.

Kirkhill Rubber Co. (Hixson-O'Donnell) starts a national campaign in magazines for the first time on its 3,000 products for military, industrial and home use.

R. J. Reynolds (William Esty) is placing 1,200 line copy in its full national newspaper list to report on its "Camel Caravan" service camps promotion.

National Biscuit Co. (McCann-Erickson) will use 520 newspapers from coast to coast to promote Ritz crackers.

North American Aviation, Inc., (BBDO) is taking space in national magazines, newspapers and business papers to tell what North American employees are contributing toward winning the war. The theme is "North American Sets the Pace."

Schenley Distillers Corp. (J. Stirling Getchell) will expand in the fall the campaign for Schenley blended whiskies recently launched in newspapers, magazines, car cards and trade papers. The campaign emphasizes the theme, "America makes the best of everything. . . . Civilian America is united in its willingness to . . . make the best of the times" and "Industrial America is making the best products in every field."

Beech-Nut Packing Co. (Newell-Emmett) has decided to extend through the summer a large-space campaign in the East for baby foods.

Gerber Packing Co. (Federal Agency) has renewed for the summer a baby campaign in newspapers, and may extend the program through the Fall.



This is the first of a series of advertisements stressing the activities of Switlike Parachute Co., Trenton, N. J.

What Type and Quality of Goods Do Soldiers Buy at Post Exchanges?

A SM reporter visits a typical mid-west camp to find out what the doughboy's dollars are being spent for. Since the Government jumped soldiers' pay from \$21 to \$50 a month, this market has assumed even greater significance.

BY LESTER B. COLBY

(This article is the second dealing with army post exchanges. The first, "Army Post Exchange Becomes \$1,000,000-a-Year Market," appeared July 1.—The Editors.)

TWO rookies were fingering wrist watches in Post Exchange, hereinafter referred to as PX. Suddenly one of them exclaimed:

"Huh, look! This is the exact duplicate of mine, see! Price, here, only \$17.50! Hell, I paid plenty more for mine!"

"Uncle Sam isn't trying to *make* on the boys," remarked the captain from Public Relations. "These PX's are run under strict army supervision. Eight of them are scattered through the camp to make it convenient for the men. They get enough walking anyway. Usually some old army man is in charge. In effect the PX is a sort of cooperative. Any profits are turned back and spent for entertainment."

We had gone to a typical army camp to get, at the request of SM, facts about the new "soldier market," to study the type of goods the men in training buy, how they spend their money, what for, the volume of the business and any other information that might help to paint the picture.

"The first thing they grab for, as soon as they get here, is stationery," remarked the neat young woman behind the counter at the PX in Reception Center. "The boys find time heavy on their hands while they're getting their medical inspections and their serum shots. So they make a rush for the engraved and embossed letterheads, with the camp's name on them, and there's a flurry of writing to their girls and folks back home."

"After that almost all of them want their pictures taken in their new uniforms. The first three days see more writing, and picture taking, I guess, than the next three months. After medical, for a little while, comes an adjustment period. They go around in a sort of daze. But soon they return to normal again."

"It is especially interesting to watch the hillbilly boys, the fellows from out in the sticks, who probably have never been away from home before in their lives. You can see them eyeing the city chaps, watching them, sizing them up. Then they begin to unfold, sort of open up like a rose."

"Usually the rookie soldier has brought his last pay check or two with him, or his parents have given him some money, and it isn't long before he wants to send a present back home to his sweetheart. We've got some rather good stuff here but also quite a bit of junk jewelry. Cheap gadgets, bracelets and pins and such, that costume jewelers thought they'd make a killing on. They don't."

"Fakes" Shunned

"Even the most innocent farm boys look askance at it. If they're sending a gift home they want it to be real. The best seller, as a gift to the girl, is a pen and pencil set. These seem to be a hint to her to write often and, watching the boys' faces as they buy, it seems to me that they sort of feel that the 'girl' will see their faces luminously on the head of the pen as they write."

That led us to look into the type, quality and price of the various sets on sale at the PX. There were a few cheap pens, but the better ones were in most evidence. And here is what we found:

Parker and Shaeffer pen and pencil sets at from \$8 to \$16.50, in all the latest models. These figures were convincingly under the list prices, from the factories, still fixed in the ornamental boxes; proof to the boys they were getting value.

The pipe counter gave an inkling of the soldier's taste in smoking equipment. And a lot of the boys smoke pipes. It is strictly *verboten* to throw matches or cigarette butts on the ground about the camps. The matchstick goes back in the box and the butt is crumbled and rolled into a tiny

ball. This gets to be such a nuisance that a pipe and lighter becomes a desirable piece of property.

What kind of pipe will please the soldier? Few cheap models are shown. The man wants a good pipe. The \$2 pipe seems to be about the minimum. We found a healthy display of Kaywoodies, Kens and Dr. Grabows, Briars, list price \$12.50 were offered, PX price, \$9.48; \$10 list, at \$7.50; \$5 list, \$3.75. If you are figuring on buying your boy in camp a pipe, send him the money and let him buy it and keep the change.

"Me, I'd like to buy a Zippo lighter, or any that would give a light in a strong wind," observed a soldier standing near. "The PX isn't on its toes in the matter of lighters. These are *pretty* ones. What I want is utility."

Beer for Sober Soldiers

Uptown we found that the popular advertised brands of cigarettes were selling for 16 cents a pack. At the camp Camels, Lucky Strikes, Chesterfields and all the other brands in that general class were 13 cents; the cheaper brands, ten cents. Candy bars and nickel soft drinks stood at the straight five cents.

Beer is a popular drink in the PX. Hard stuff is taboo and while some of the boys, perhaps quite a few, go in for it off reservation, the M.P.'s are great discouragers of loose and enthusiastic drinking and one of the first things a new soldier learns is a healthy and abiding respect for the military cop. The military policeman is usually a man who has had police experience in private life. In the Army he has the authority to take a good deep bite if the occasion warrants, and the newcomer learns, by camp grapevine, almost at once that monkeying with him pays no dividends.

There seems to be no current thinking that you can make a rough, tough, fighting army out of a bunch of sissies. So beer is available in the PX's—3-point-2, cold, in bottles—in variety. In Camp Grant, which is near the Middle West's best malt foundries, Budweiser, Miller's High Life and Schlitz were sold at 13 cents; Blatz, Berghoff, Fox De Luxe and Stag at ten cents.

Out on the West Coast, by comparison, we were told Schlitz sells for 15 cents and "local brands" ten cents.

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Local beers, in the various camps, are encouraged as that saves shipping space in a time when freight space is at a premium.

Soft drinks are featured in every camp and many of the boys prefer them. We found Coca-Cola, Royal Crown cola, Pepsi-Cola, Hires' root beer, Dr. Pepper, Nehi, 7-Up and Squirt. Also Bireley's orange, grapefruit and grape juices. An attendant said that the biggest sellers were Coca-Cola and Pepsi-Cola.

Ice cream was sold, chocolate, strawberry and vanilla flavors, at 15 cents a pint as compared with 25 and 30 cents "uptown." At night, when the boys are resting in the barracks, ice cream is a strong favorite. Often one youth, told off as official ice cream buyer, visits the PX and comes back with a dozen or more paper containers of ice cream for distribution among his pals who prefer to loll in various states of dishabille.

"Goos" for Well-Grooming

In the camps in the warmer sections, as the West Coast and the Deep South, a veteran of four months of camp warfare told us, Life-Buoy is the king-pin among the soaps. "That B. O. come-on sells it, for obvious reasons," he said. "And Vitalis and Vaseline hair tonics lead in that line. Regulations require that I keep my hat on at all times and I perspire a lot.

"That means slickum and some sort of goo to restore a semblance of order to my G. I. haircut. I use one bottle of hair tonic, three bars of Life-Buoy, and three bars of laundry soap a month. The prices vary a few cents from place to place; costs me 50 cents here. Besides that, the laundry service gets \$1.50 a month and I spend another dollar for dry cleaning my blouse and O.D.'s. This life develops sweat and dirt and a soldier must be clean and appear well.

"Things are going to be a lot better now with the \$50 starting pay level in effect. The buck, or \$21 private, it seems to me, wasn't of very great importance in any general buying survey. First, take that \$7.50 out for his \$10,000 insurance policy, his laundry, soap, 35-cent haircut, his cigarettes, a few ice creams and beers, and maybe an extra blouse or shirt or underwear, very desirable beyond government issue, and consider that he's often a very tired rookie come night, and so no heavy sales prospect.

"It's going to be a lot different from now on. That \$50 or better a month is going to open up a pretty good potential market. I can see the boys going after more and better

fountain pen sets, small radios, wrist watches and souvenirs and gadgets for the folks back home. I'm looking for someone to put out some worthwhile pins, bracelets and rings in the form of regimental insignia—not cheap junk. I want my girl to be as well decorated as I am.

"The PX's here don't sell gauze, tape or iodine. We can't get any medical aids without going on sick call, which is a disagreeable process. If some house would put up a 25-cent kit and make it available in the camps it would have something. I always come out of K.P. nicked up. Band-Aids go over big, but are hard to get."

Camp Grant is a medical center and here the boys go strong for medical insignia jewelry. "They don't hesitate to pay from \$2 to \$2.50 for something to send back home to the girl or to mother," remarked a girl attendant in a central PX. "The men are rather picky and choosy. They want to be sure that what they buy is real and won't tarnish or turn green with wear. The boys coming in here, and many of them are from the farms and the back country, are too smart to fall for county fair and bazaar stuff. They'll just take one look at junk and turn up their noses. Now that they are going to get that \$50 a month, I'm pretty sure they will be even more particular."

Rooms for Relatives

As training progresses, more and more of the boys get week-end leaves to some nearby city to see the sights. So one of the things almost every man buys sooner or later is a collapsible cloth overnight bag with a zipper. It costs him at the PX only \$1.75. It is light and when empty takes little space in his footlocker. Another much desired item is a leather toilet kit, also with zipper. This is priced at \$1.95.

When a mother or wife arrives at a camp gate, the M.P., who must be interviewed unless she already has her pass, will ask her if she has arranged for housing while in town. He will probably advise her, if she has not already been cared for, to visit the matron at the Service Club.

"A hotel room downtown will cost you from \$2 to \$3 or more a day," he will say politely. "You can stay out here for 50 cents."

Mostly, however, it seems to be an army policy to transfer the budding soldier a considerable distance from home. There's sound sense in that. Get 'em away from the distractions of home; away from mother's apron strings at the earliest possible moment. Brides and mothers can become a

Quality carries on
Coca-Cola
BOTTLES UNDER AUTHORITY
ROCKFORD CO
ALL TRADING

FIRST IN THE SERVICE
CAMEL
...AND AT HOME
★ With men in the Marines, and Camels (Based on actual in Post Exchanges interviews, Ship's Stores, etc.)
A Delicious Treat Anytime
A Real Help Now!
Wrigley's Spearmint Chewing Gum
Freshen up, Soldier!
Chew Wrigley's Spearmint Gum
You focus no really sick of chewing. Man, how I need it, but on the way there—Enjoy the Gum—on the way there—

RAIL EXCURSIONS to CHICAGO
Every Week End
Special Train Direct from Camp
\$2
ROUND TRIP
GOING—Saturdays
Ar. Camp Grant
Ar. Chicago Grant
RETURNING—Sundays
Ar. Chicago Union Station
Ar. Camp Grant
TICKETS ON SALE AT CAMP GRANT
SULLINGTON ROUTE—THE NEW
PHONE: MAIN 4000—EX. 3
PASSENGER AGENT

WORTH CHEERING ABOUT!
STAG
Pilsener
Stag Beer

chore around an army encampment. Southern wives, especially, a K.P. told the writer, are enthusiastic camp visitors and love to go to their men no matter how far they have to travel.

"When we had a Mississippi and Louisiana contingent here a while back, how they poured in!"

For military reasons it is forbidden to give the number of men stationed in any particular camp. But it can be said that, under the \$50 base pay schedule, a camp of 30,000 men would have a monthly payroll of upward of \$2,000,000. An officer "over in finance" estimated for me that probably one-third of this is diverted each month to savings or in contributing to the support of those at home. Even when a private was drawing only \$21 a month, many managed to send as much as \$10 home.

The Raise? It'll Go, Too!

Now, under the \$50 base pay schedule, a lot more will go home. As one private put it, "I'll have more money than I really need for necessities. Likely the alcohol and tobacco industries will be helped a little, and there's always a chance at a crap game—unless I want to save some."

"They feed us darned well in this man's camp," spoke up another. "The chow is a lot better than I expected. But a man gets a bit tired of the sameness owing to the fact that all foods must be prepared in quantities. Me? I'm going in for some big juicy steaks, with onions and French fries. Plenty of the boys feel the way I do about that, so the restaurants and hotels will get a cut out of our 50 bucks."

Every soldier gets a garrison cap and a belt and a pair of garrison dress shoes sooner or later. The average price is \$3.50 for the cap, \$1 for the belt, and \$5 for the shoes. Every camp has its camp paper, usually a weekly in tabloid size. Some outside support comes from advertising. Coca-Cola and Wrigley's chewing gum are usually found in them; often some nearby brewery takes space; invariably some "uptown" army store, and the local movie house is a soft touch.

In any town near an army camp there will likely be a half dozen or more stores which cater to a considerable degree to the trainee trade. These offer uniforms, shirts, army slacks, caps, and all such items which, they contend, are regulation but "better in quality and tailoring" than G.I. Prices are somewhat higher than at PX. Salesmanship is more likely to be a bit high pressure for the simple reason that the PXes are run for service and not for profit.



If you can't have pork and beans, you eat Tenderoni, and more than like it. Van Camp used triple car cards in 76 cities to make the nation Tenderoni-hungry.

Van Camp's Open 105 Markets for Tenderoni in Less than 90 Days

VAN CAMP'S Pork and Beans was in the middle of an intensive national advertising campaign when, suddenly, under a priorities ruling governing tin cans there could be no more canned pork and beans. Van Camp's campaign, full color advertisements, was then running in *American Weekly*, *Better Homes & Gardens*, *Good Housekeeping*, *Ladies' Home Journal*, *Life*, *McCall's*, *Saturday Evening Post*, *This Week*, *True Story* and *Woman's Home Companion* and car cards.

Van Camp's began a search for something to take the place of pork and beans. It was a case requiring speed, both in producing a new item and in merchandising.

Within four weeks the new product, Tenderoni, was born. Cartons were used instead of tin. The first announcement, in May, used a four color page in *Life*; two-color, 1,000 line ads in newspapers, and radio spots. But how to hit selected markets with a smash?

The answer came in a triple car card! National Transitads, of Chicago, was called upon to help. The Van Camp splash was designed to use three cards, 11 x 28 inches each, covering seven feet. That meant using approximately 25% of the entire space on the side of the average street car; 40% of the space in an average bus.

This space was used in 76 cities, major markets, for one week. It was then reduced to a single card. Salesmen went into action contacting distributors. They told the story of the new Tenderoni:

Tenderoni was a new product somewhat like macaroni, made of selected flour, semolina, which is the large hard grains retained in the bolting machine after the flour has been run through it, and egg-white. This combination, it was pointed out, makes it possible to produce an extremely thin-walled product. The egg-white acts as a binder and helps to keep the product from becoming doughy in

cooking. One package is sufficient for from four to six servings.

Chicago National Transitads, pointing out the part it played in the introduction of Tenderoni, said that in the single week the seven-foot car card appeared, an estimated 100,000,000 riders saw it; that with the follow-ups in smaller size, it had been viewed by more than 500,000,000 riders.

Van Camp's informed SM that 105 markets were opened up in less than three months. More than 90% of the outlets desired stocked the goods in this time and the factory was producing under high pressure within four weeks of the time the first announcement was made.

Dealers' Support Strong

Point-of-sale material was provided liberally from the outset. Ceiling hangers, to be hung over wires, were supplied; price cards, in color, were printed and distributed; reprints from magazine advertising were supplied freely and "soft sheets," reproductions of car cards, were given to dealers. Jobbers reported that 60%, 70% and, in some instances, up to 90% of their dealers had stocked very early in the campaign.

The introduction was made first in 50 test markets while production was getting under way. Before sales were moved into the broader market the packages were rolling off the line.

Already the campaign is being broadened. One-minute singing spots will be used over the radio in selected markets and several participating programs will be used. In addition to radio, full color pages will be used in the leading national weeklies, local newspapers and the car card program will be continued. How-to-cook recipes will be featured.

The campaign was worked out by Warren Tingdale, sales manager, Van Camp's, Inc., Ray Peterson, advertising manager, and the Calkins & Holden advertising agency, of New York.

Designing to Sell

1. These two little bundles of joy are going to be as warm as they are pretty for their gay red coats are interlined with 100% "Aralac." This new protein fibre derived from milk casein has been developed by the Aralac Division of National Dairy Products. This new interlining material has been tested by the United States Testing Co. for warmth and shrinkage in dry cleaning, and found equal to wool interlinings of comparable construction.

2. From tinned products to glassed is now the order of the day. Union Sales Corp., national distributors of Pennant syrups, have adopted glass containers with tapered necks and non-skid bottoms. Family identity is achieved through the four-color lithographed labels. Containers by Owens-Illinois Glass Co.

3. Samson United Corp. uses a special box for the protection of electric fans. Weight of product is balanced to prevent damage to the rubber rims of the fan. The heavy motor is securely anchored by the construction of the box de-

signed and made by Robert Gair Co., Inc.

4. Here's one "pack" that any service man will like. McKesson & Robbins have found a solution to the problem of what to send the man in the army with this miniature "duffel bag." The "duffel" contains eight separate toilet items for a man's daily use and comfort. It is made of canvas upon which have been stenciled in color various service insignia, slogans and amusing cartoons. It can be mailed without wrapping and a tag is attached for the address. Later the bag can be used as a toilet case.

5. And now the "Little Brown Jug" plays a role in the victory conservation program. Livingstone * Porter * Hicks, Detroit, advertising and merchandising counselors, have created a genuine old-fashioned pottery jug for draught beer. In addition to eliminating precious tin containers, the jug is guaranteed by this company to eliminate the necessity of enthusiastic beer drinkers rushing the "growler."



5



3



1



4



2



3



5

Designing to Sell

1. A new weapon for the home front is the "Thrifty Lid," a composition-lined inner lid which makes possible, for the first time, conversion of millions of vacuum-packed coffee jars into ideal containers for home canning. No rubber rings are necessary.

2. Pepperidge Farms has adopted a re-designed display dispenser for its Melba toast. Individual cartons are also re-designed to give emphasis to end panels and to provide easy identification for both dealer and buyer. All dispensers and designs by Robert Gair Co., Inc.

3. These are but a few of the many types of fibre-bodied containers the American Can Co. will manufacture on present can-making equipment by means of a revolutionary new

method of fabricating fibre board in the same manner as tin plate. This is one of the most important developments in the can industry.

4. Although she outgrew waterwings a long time ago, this comely swimmer tries on a life vest manufactured for the U. S. Army by Firestone Tire & Rubber Co. The vest can be worn deflated without interfering with wearer's movements. Pulling a cord at the bottom of the vest inflates it fully in less than three seconds.

5. Blatz Brewing Co. rolls out a victory barrel constructed of white oak and reinforced in a new way. Its tripled strength permits this wooden barrel to replace those made of aluminum and other metals now needed for war materials.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

★ Clear the Lines for the War ★

★ Before you make a Long Distance telephone call ★
★ today, ask yourself these questions: ★

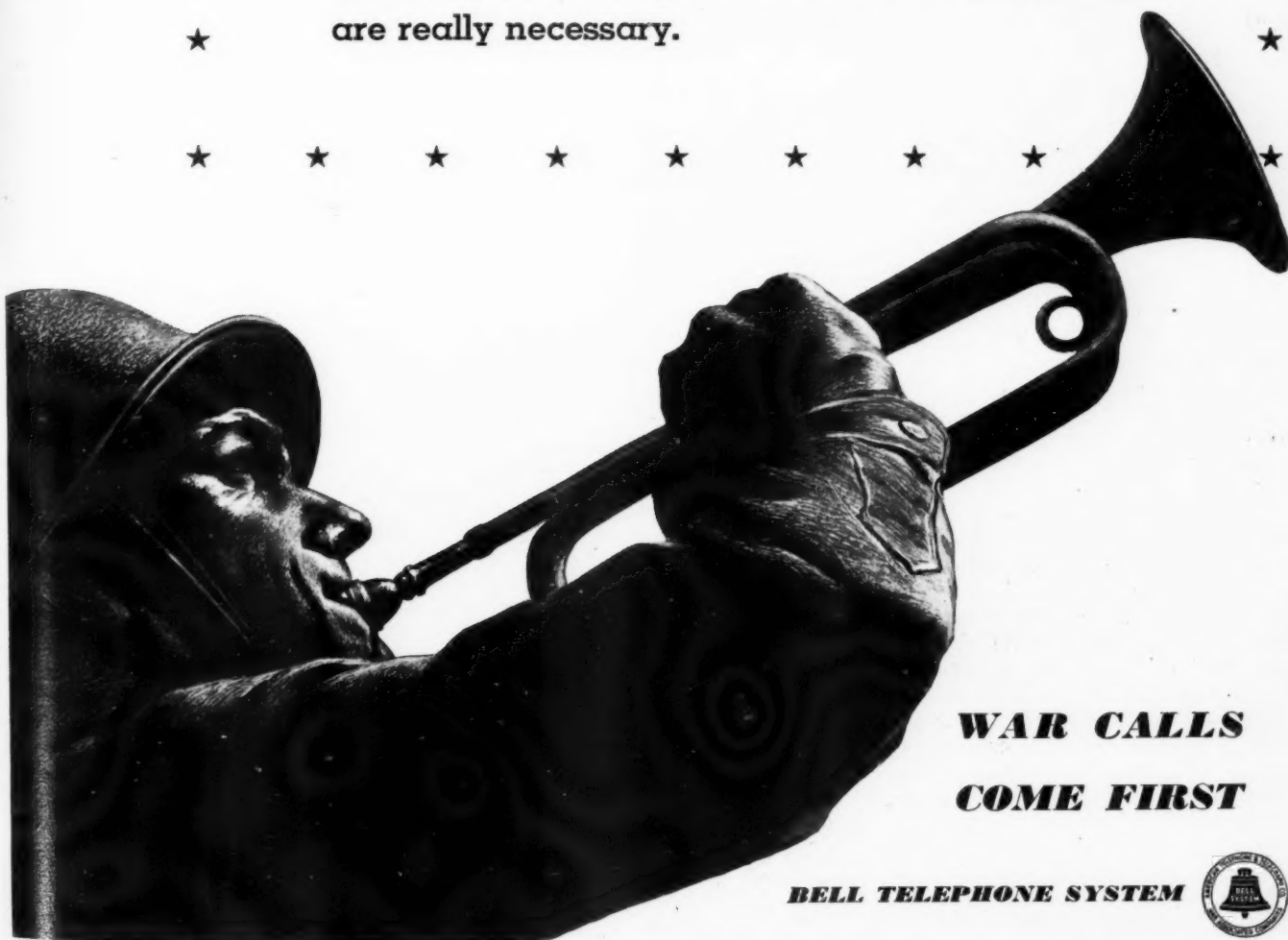
★ 1. Is it necessary? ★

★ 2. Will it interfere with war calls? ★

★ The weight of war on the telephone lines is heavier ★
★ every day. We can't build the new lines to carry ★
★ it because sufficient materials aren't available. ★
★ We've got to make the most of the service we ★
★ now have. ★

★ Please give a clear track to the war effort by ★
★ confining your Long Distance calls to those that ★
★ are really necessary. ★

★ ★ ★ ★ ★ ★ ★ ★ ★ ★



**WAR CALLS
COME FIRST**

BELL TELEPHONE SYSTEM





Graybar men went a-tenting this year in their own backyards for they could not take time out even for a combination outing and business confab. But the daily portfolios of speeches originally planned for the annual meeting kept the men up to date on all the new developments in the lighting field, and the camping "equipment" provided loads of fun.

Graybar "Mail Order" Convention a Wow: Showmanship Does It

Of course they had speeches—but they also had badges and hats, a dinner, a golf tournament and a quiz program. They even managed to include the traditional flag-raising which in the good old days signalled the start of ceremonies at the annual Nela Park Camp.

REMEMBER the story of Mohammed and the Mountain? If you can't bring your salesmen to a sales conference in these war days, why not take the annual meeting to the boys in their own home cities?

Graybar Electric Co. has done just this. For many years, the camp grounds at Nela Park, Cleveland, had been the spot to which 50 or more lighting and lamp department managers and executives of the Graybar organization sojourned annually to confer on things pertaining to lighting.

But this year, there was no time for campfires, flag raising, swimming and tennis for Graybar men. The conference hall was to echo only to the footsteps of the camp watchmen. For with the country at war, Graybar men are too busy furnishing the kind of lighting needed in factories and shops necessary if weapons of war are to be turned out at top speed.

The first signs of Graybar's novel "mail-order convention" took form when, at six o'clock on the Sunday evening originally set as the start of the meeting, a messenger arrived at the "camper's" home with an envelope. In this envelope was the camp-

er's camp hat with the Graybar shield on the front bearing the words "Camp Graybar 1942," also the customary badge such as all campers wear for identification.

Then next morning just after the camper arrived at his office, in strode a messenger with a couple of large envelopes. Out of one he drew a small flag staff and American flag and set it up on the camper's desk and affirmed that Camp Graybar 1942 was "now officially opened." His final act in this opening ceremony was to hand the camper a package containing the talks of the day.

Next day, the messenger brought another portfolio of talks to the camper's desk—and still again on Wednesday and Thursday.

The four portfolios were the backbone of the convention. They consisted simply of two 11½" x 15" heavy cardboard covers hinged together with a plastic comb. Inside was a pocket capacious enough to accommodate all the written speeches of the day, plus any other printed matter which the speaker wished to distribute to his "audience." A camp atmosphere was given this portfolio by a rustic illustration on the front cover.

All talks by the speakers were uni-

formly mimeographed and stapled and inserted in a specially prepared cover which again carried a camp picture and also a portrait of the speaker.

Speakers included executives of Graybar and executives and representatives of companies which supply Graybar with the lamps and lighting equipment which it merchandises.

As was to be expected, the theme of the convention centered principally about wartime lighting and what could be done with lighting to speed up the nation's arming. Information was furnished on new methods of lighting, such as is required for plant protection for blackout conditions, on new items of equipment, etc.

Nor was all of Camp Graybar 1942 serious business. It had its lighter moments. Examples: On Monday night the camper and his wife were entertained at dinner, and on Tuesday night each camper received a bottle of Scotch with which to toast his friends and co-workers. On Thursday afternoon he had the opportunity to play in a blind bogey golf tournament in company with supplier's men. In order to get in on the prizes, he was required to wire in his handicap Thursday morning and his actual gross 18-hole score in the afternoon.

Another feature of this unique conference was the Prize Quiz conducted after it was over. Each of the campers was sent a list of 50 questions, all of which could be easily answered if the camper had "listened attentively" to all the speeches. If he answered them all correctly, he was awarded ten dollars worth of War Savings Stamps. If he missed one or more, the Stamps he would otherwise have won went into a pot which was divided equally among the hundred-per-centers.

The A.B.C.'s of Readership in the Women's Market

Today's Women's Audience

BIGGEST ever recorded—14,004,246 certified A.B.C. (last half '41).

More women *buy and read* women's service magazines today because they are faced with new wartime problems of home management.

GREATEST INTEREST

ever recorded—A 3-to-1 gain in high readership since the war began*—

Women are *using* women's magazines as never before, because only these service books help them solve today's problems.

Woman's Home Companion

BIGGEST CIRCULATION

in its history (3,744,873 certified net paid A.B.C.—last half '41).

HIGHEST READERSHIP—

both of editorial service material (Clark Survey) and advertising (Starch Survey) of any magazine in its field.

*L. M. Clark continuing survey.

THE FACTS SPEAK FOR THEMSELVES: *High circulation*
...intense readership... these are the true, tested and accepted
measures of any magazine's value. This is the advertising
power you buy in the Companion.

Woman's Home
Companion

UNDERSTANDING WOMEN IS OUR FULL-TIME JOB!



The ragweed season is just two weeks away, but this year, for the first time in 21 years of the plague, I will be working in a completely air-conditioned building. Hey-hey, Hay-fever!

* * *

"The power of *prestige*" was a nice p. o. w. by the Cleveland Press.

* * *

Bob Graham likes an editorial simile in *Time*: "A plane that climbs like a homesick angel."

* * *

After seeing the Technicolor version of Kipling's *Jungle Book*, I wondered why it got rave-notices. Those talking-snakes seemed pretty fantastic to a fellow who was cold sober.

* * *

Thanks to their training in monotonous tasks like sewing and knitting, women do better than men in the fabrication of airplanes. The work is tedious, repetitive, and exacting. The gals work faster than men, too. Nice going, Toots.

* * *

When a retail store sends something out just the way you ordered it, Brother, that's news!

* * *

Hugh Parker has a name for a composite character representing both Hitler and Hirohito: "Hirohitler."

* * *

At long last, the Army and Navy seem to have conceded the superiority of the airplane. Peace to your soul, Billy Mitchell.

* * *

I wouldn't be surprised if Sweet-Heart Soap (Manhattan Soap Co.) makes a killing. It sticks to the product-story, without dragging in extraneous claims by the ears. It's a mild soap and it makes a luscious lather. Maybe it will get you a husband or a job in the movies, and maybe it won't. But it will wash your neck and ears, and make you feel good and clean. What else should we expect of a soap?

* * *

Chilton Publishing calls the seller's market "the Maginot Line of business," tells you to trust it or not.

* * *

Apparently, the "paper shortage" referred to paperboard and not book-

paper for printing. Rumor & board, you might say.

* * *

Another way to sell war-bonds, it seems to this department, would be to skip the patriotic urge entirely and put it up to a man on a purely selfish basis, like this: "Look, Fellow, if you ever expect to own another set of tires, you'd better dig now and buy war-bonds to the limit. Japan is sitting on your next set of tires and daring you to do something about it. Are you going back to the horse-and-buggy? Then you'd better buy bonds, and we ain't kiddin'."

* * *

Aside to Andy Talbot, of the New Orleans *Times-Picayune*: Long time no hear.

* * *

Our Mr. Salisbury must be flattered to notice a contemporary or two with a "Trends" page right up in the front of the book.

* * *

R. W. G. says it's an ill wind, etc. The rubber shortage will probably reduce the number of rubber checks.

* * *

Wouldn't some of these magazines be surprised if we should return their subscription-bids with our own form of "rejection-slip!"

* * *

A Thought for This Week: "Wayne Air-Compressors are helping to train Father Flanagan's boys for useful work and helping to make Boys Town successful."

* * *

There is no more hateful word in the language.

It is the glint on the bayonet . . . the lash on the bull-whip . . . the ferocious inflexibility of the prison-bars.

It spawned the Gestapo, the ball-and-chain of the dungeon, and the whole macabre mechanism of the torture-chamber.

Americans do not like the word. No lover of liberty likes the word. It caused the Eighteenth Amendment to backfire, clipped the Blue Eagle's claws, and, in an earlier era, established the 8-Hour Law.

The word is: *Compulsion!*
It is the thing we are fighting in our enemies . . . that spirit of the Marquis de Sade which changes men

into gorillas by some hell-born alchemy . . . savage, relentless, feral. It is the knowledge of what our conquerors (God forbid!) would do to us, as proved by what they have done to others, that makes us fight back.

We are committed to crush this *cult of compulsion*, as we would crush a venomous snake.

Our Government, a Democracy, has spared us much of the spirit of compulsion, the spirit of "Or else!" We are asked to buy war-bonds. We are asked to save scrap-metal, rubber, and paper. That is Democracy's way. The compulsion is left to our souls, and not to the mandate of Government.

Granting the premise, my conclusion is that a hell of a lot of us don't deserve our American liberty, for which many of our brothers and cousins are emptying their veins. I mean the petty chiselers, the squawkers, the yellow-bellies who dare to mention a "negotiated peace."

"Compulsion" is an ugly word. Ask the occupied countries! Then let's ask ourselves what we can do to avoid compulsion . . . now and forever.

* * *

Tip to wearers of glasses: Hie you to the nearest dime-store and pick up a bottle of lilac toilet-water. It gets rid of the grease and makes your lenses so clear, you are unconscious of glass, conscious only of clear vision. Take it from an old-timer.

* * *

A postal from Minneapolis, unsigned, reads: "Dear Harry—I've only had tee Martoonis, and I'm not as much under the affluence of incohol as some thinkle peep. But, the drunker I stand here, the longer I get. Soaping you are the hame." Come out from behind that cocktail-shaker, Martin Olsen; we know you!

* * *

Reader Paul S. Wiener, 286 Meserole St., Brooklyn, has multigraphed his own version of "Psychology in a Practical Form." He doubtless has an extra copy, if you are interested.

* * *

Pedantic Dep't.: When you write that Swan is a sudsin' "whiz," or so-and-so is a "whiz," omit the "h" and write it "wiz." It's a diminutive of "wizard."

* * *

"Everybody should drink a lot of fresh milk," Claude Wickard is broadcasting into my off ear as I type this. Heck, Mr. Secretary, I guzzle it until it runs out my ears. I'm a lactic addict.

* * *

Hang onto your Nineteen-Fortitude!

T. HARRY THOMPSON

SALES MANAGEMENT

A Sound Solution to Metal Replacement Problems:

THE CELLOPHANE BAG-IN-BOX PACKAGE

YOU MAY FIND the solution to your packaging problem in the new non-metal Cellophane bag-in-box container. It is already being used successfully in several branches of the food industry.

A sturdy carton and a leakproof Du Pont Cellophane bag provide a combination with outstanding structural strength and moisture protection. Each can be quickly obtained from practically all recognized sources in the carton and bag industries.

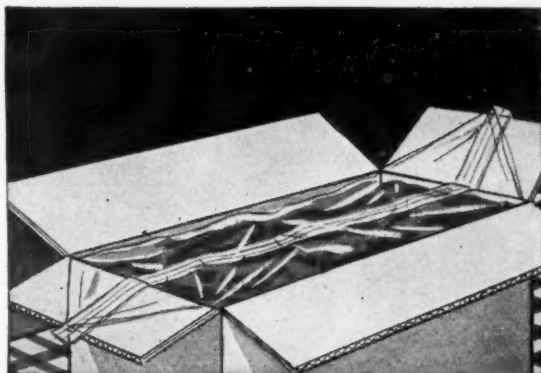
This new unit is easily assembled, filled and closed. Not only does it cost less than metal containers, but effects savings in shipping weight and space which in turn save freight costs.

If you have a metal replacement problem, write us for bag-in-box samples. E. I. du Pont de Nemours & Co. (Inc.), Cellophane Division, Wilmington, Delaware.



CELLOPHANE HELPS SAVE METAL!

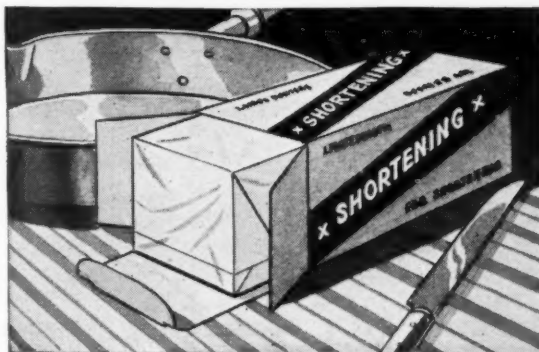
AUGUST 1, 1942



FROZEN EGGS (30 lbs.) . . . A simple bag-in-box combination replaces the large metal cans formerly used. This bulk unit is adaptable for many other foods.



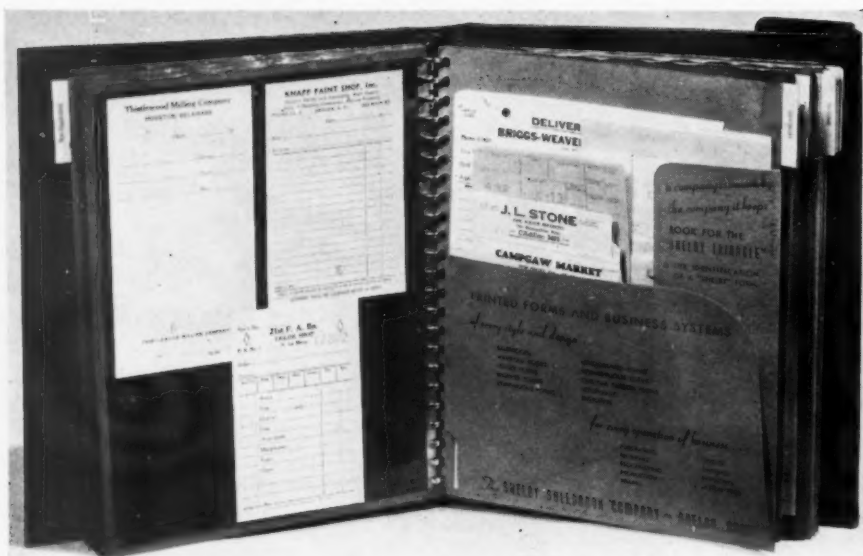
DEHYDRATED FOODS . . . Moisture protection is essential to hygroscopic foods. A bag made of Cellophane laminated to itself or other materials and inserted in a carton provides ample protection for many dehydrated or dried products.



SHORTENING BY THE POUND . . . The greaseproof Cellophane bag in this bag-in-box package holds products of this type satisfactorily. Adaptable for many greasy products.



SMOKING TOBACCO (Pocket Size) . . . Cellophane has long provided vital protection for cigarettes and cigars. Now, the new bag-in-box units are replacing tins for smoking tobacco.



Shelby salesmen find that this "well-dressed" sales kit does a selling job, closed and open. Samples are mounted under transparent Ethcel sheeting in "glass" envelopes. Each page is rimmed with a bright green Scotch cellulose tape binding.

25-lb Bag Replaces "Car Load" of Samples for Shelby Men

If salesmen are limited in their use of autos, their luggage must be scaled down to reasonable hand-weight. Shelby Sales Book Co. has done a beautiful job of overhauling its sales aids and condensing them into one efficient quick-reference unit.

SIX months ago the Shelby Salesbook Co., of Shelby, Ohio, produced a new sales presentation. Foresight guided the step. America was in the war and the Japs had started their drive on the rubber forests of the Orient. Motor car manufacture had been stopped and it had begun to look as if Shelby salesmen might come to new methods. They'd had a habit of carrying almost unlimited samples in their cars. Soon what samples they offered might of necessity be carried in their hands.

The Shelby Salesbook Co., manufacturer of printed forms and systems for every manner of business, has need to show a wide variety of samples. The trick was to consolidate them in the least possible space and with high respect for poundage. Also it was a believer in the use of "well dressed" sample lines because, its executives felt, "first impressions" are important. The result was a case $19\frac{1}{2} \times 6\frac{1}{2} \times 11\frac{7}{8}$ inches. The weight, approximately 25 pounds.

Evolved, after considerable designing and redesigning, was a dignified and handsome piece of hand luggage covered in rich tobacco brown genu-

ine pig-grain cowhide equipped with lacquered brass fittings. Opened it reveals, first, the Shelby institutional insignia on the cover flap; then the actual sample binders and miscellaneous samples arranged neatly in the principal compartment.

The binders are covered with, and the case is lined with the same fine leather used on the outside. The insignia, as well as the lettering on the binders, is heavily embossed in the leather and illuminated with metal leaf in silver. Thus arrayed in its service uniform the Shelby "line" is appropriately dressed for any call.

Now comes the job of showing the samples. Out of the case come a half dozen books, Swing-O-Ring binders, covered and lettered to match the case exactly. Also a variety of pads and forms. Opened for closer inspection the binders reveal mounted samples of printed forms under transparent ethcel or so-called synthetic "glass" envelopes. Additional folders holding loose samples for more intimate inspection and actual demonstration are bound in album form following each section of permanently mounted samples. The base material used for



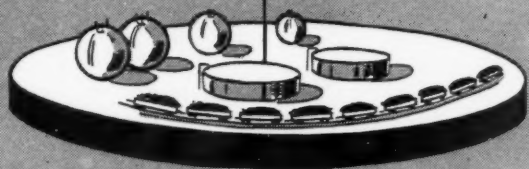
mounting the samples in the transparent envelopes is black mat stock.

The edges of each transparent page are bound with a green Scotch cellulose tape. The folder pages containing loose samples are of strong cover paper in a neutral gray tint printed in brown to match the leather of the outside cover. The appearance of the open album might be described as "sparkling." The luster of the brightly bound transparent pages gives life and sparkle to the clean, untouched mounted samples and even the efficient appearance of the plated Swing-O-Ring backbone makes its own contribution to the clean and bright attractiveness of the entire layout.

Briefly, the equipment was constructed with the idea of making the mounted samples the uncontested focal point of the display and, salesmen report, after watching customers carefully, this end has been attained with more than reasonable success.

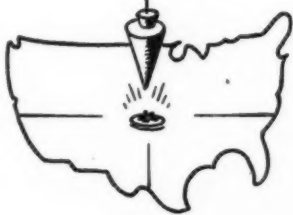
Shelby products are used in business. So the company's sample albums are of a size, 9×11 inches, commonly found in most business offices. Also the smart celluloid index tabs convey the proof that the contents are arranged according to the orderly practices of good business. A unique system of cross-indexing permits the salesman to locate, without loss of time, the best style of form for any application under most business classifications.

One of almost any salesman's most difficult jobs is to try to describe his goods to an unimaginative listener without a comprehensive sample. Althousands of individual forms for as though the Shelby line consists of



MID-AMERICA!

Keep your eye on Mid-America! Here, in limitless quantities, are all the raw materials for the synthetic products which will win the war and assure prosperity with the peace. Coal . . . Oil . . . Gas . . . Cotton . . . Grains — these are the resources which challenge America's science; and these are the resources in which Mid-America is rich. Small wonder, then, that Industry is migrating to this safe, secure citadel! Small wonder that Oklahoma City, plumb center of the region, is already assured 30,000 new workers this year and a quintupled industrial payroll! Think of the increased opportunities for advertisers in Mid-America's great newspapers—the Oklahoman and Times!



The OKLAHOMAN *and* TIMES



THE OKLAHOMA PUBLISHING COMPANY: THE FARMER-STOCKMAN ★ MISTLETOE EXPRESS ★ WKY, OKLAHOMA CITY
KVOR, COLORADO SPRINGS ★ KLZ, DENVER (Affiliated Management) ★ REPRESENTED BY THE KATZ AGENCY, INC.

AUGUST 1, 1942

[33]



"Your business is wrecked, too, I presume?"



many special applications, the commodities have been grouped into a surprisingly small number of classifications, each of which is given ample space in the salesman's equipment. He is enabled, through this arrangement, to present actual samples of any class of form made. With additional material supplied in a special manual he may draw fresh ideas for designing a form for any specific use *on the spot*.

The war has had an important and immediate effect upon the job of the Shelby salesman. Nationwide changes in industrial and business activities, taking them away from normal peacetime occupations to the gigantic war effort, have brought on an avalanche of necessary regulatory legislation. Each new regulation or ruling increases the number of printed forms required.

Even in normal times, ideas involving design and use of business forms never become fixed. For this reason ample provision has been made in the Shelby plan for keeping the equipment up-to-date. Withdrawals, additions and revisions are made through a system of weekly bulletins to insure that all showings reflect up-to-the-minute timeliness.

The equipment possesses extreme flexibility. One feature of importance

is that it permits the salesman to personalize his showings by including samples from his own previous sales made to local customers.

In building the kit the fact that samples from his own previous sales must be built for hard service was taken into consideration. To do that job meant that physical strength and good engineering features had to be kept in mind from the very beginning. After six months of usage there have been no replacements in spite of frequent thorough inspections made by division managers.

R. V. Sawyer, assistant sales manager, pinch hitting for J. R. Mayner, manager of the accounting engineering research division of the Shelby organization, who has recently gone off to war and who had a large part in designing the equipment, said:

"Shelby divisional managers and salesmen have given this equipment their emphatic approval. Its unquestioned success in actual use, together with the compliments volunteered by Shelby customers, leaves no doubt in our minds as to its superiority in design, adaptability and function."

The case and accompanying binders and holders were designed and built by the Burkhardt Co., Detroit.

War-Minded Ads Build Wartime Sales

There are many prewar advertisers who are asking *why* they should advertise in wartime; there are still other manufacturers who want to know *how* they should advertise in this period.

The study made by Reiss Advertising on "How 70 Advertisers Answered: 'How Shall We Advertise During the War?'" is designed to help both groups.

Theme No. 1: Our product enables you to prolong the life of an item that is becoming increasingly scarce: Park & Tilford is a typical example. This company found one item in its long line that could profit by this situation. . . . Tintex tints and dyes. Its advertising today is featuring special stocking dyes and telling women how these dyes will make their stockings last longer.

Theme No. 2: When you can't get other products—use ours: While many advertisers feel that there is a matter of ethics involved in this type of advertising, Corning Glass Works has touched on it very gently with "When You Can't Get a Metal Cocktail Shaker, Turn to the Corning Hostess Set."

Theme No. 3: Try this wartime use of our product: Quite naturally the war is creating innumerable special uses for long-established products. Manufacturers of thread have made good use of this idea. The American Thread Co. has built a splendid promotion around the theme: "America Needs the Woman Who Sews."

Theme No. 4: Our product will help you to fix those items that you simply must make last longer. For the "fix-it" advertisers the war has provided a made-to-order theme; Schalk Chemical Co. headlines "America Can Thank Its Stars and Stripes for Having Learned How to Make Old Things Do."

Theme No. 5: Let us help you to keep our product in efficient repair: This is the favorite advertising appeal of many manufacturers of durable consumer goods ruled out for the duration—gas ranges, refrigerators, radios, etc.

Theme No. 6: It's patriotic to conserve: Just a few typical conservation appeals: Cut-Rite Waxed Paper playing up the thought, "Make More of Leftovers—Help Conserve Food"; Johnson's Wax selling how to "Save in the Home."

The study cites several other themes and gives many additional examples. Complete copies of the study may be obtained from Reiss Advertising, 221 West 57th St., New York, N. Y.

SALES MANAGEMENT

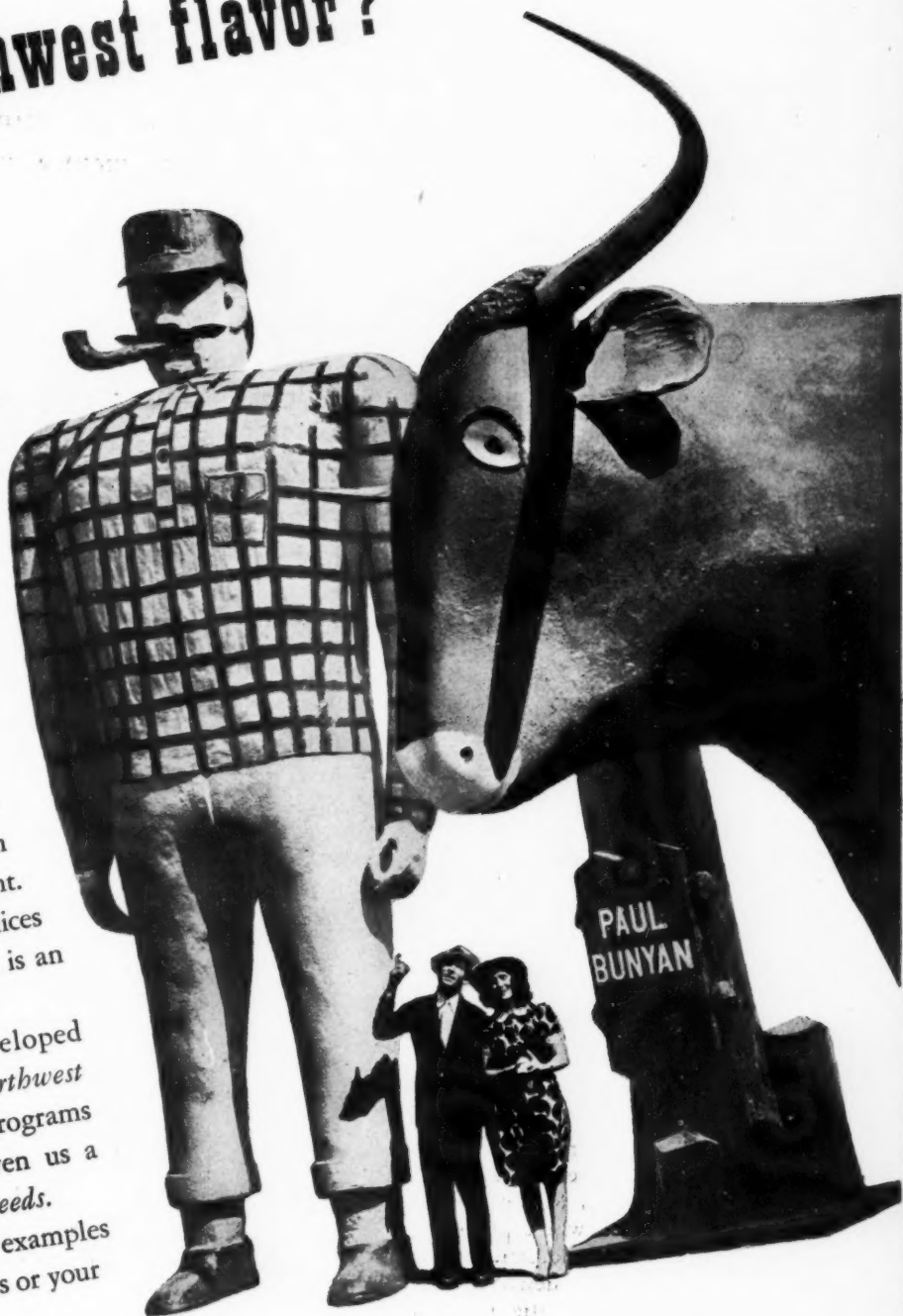
What **IS** that northwest flavor?

THAT special quality of the Northwest's is the lumberjack legend of Paul Bunyan and Babe, his blue ox, whose giant hoof-prints became the 10,000 lakes. It's the cackle of hens as they lay 196,000,000 dozen eggs... the hum of flour mills... the odor of boiling linseed oil and dairy barns... the lowing of cattle... the rumble of trucks rolling into the Twin Cities.

And it is *people*—853,020 radio families in WCCO's Primary Listening Area—who are very much like the people in your town, and yet amazingly different. A knowledge of their prides and prejudices woven into the fabric of a program, is an invaluable asset to an advertiser.

Our program-makers have developed many WCCOshows with *That Northwest Flavor*. Eighteen years of building programs for Northwest listeners have given us a thorough *knowledge of what succeeds*.

If you'd like to hear some fine examples of available WCCOshows, call us or your nearest Radio Sales office.



WCCO 50,000 WATTS WHERE IT COUNTS THE MOST • MINNEAPOLIS-ST. PAUL

Owned and operated by the Columbia Broadcasting System. Represented nationally by Radio Sales with offices located in New York, Chicago, St. Louis, San Francisco, Los Angeles, Charlotte



The Coast Forges a Plan to Help Small Business Weather the War

A War Industries Committee organized three months before Pearl Harbor inventoried local small business resources, tabulated needs of prime contractors. They furnished technical advice, formed contract pools. Millions in orders have resulted, and many a small outfit that otherwise would have sunk, will survive.

BY ELSA GIDLOW

(This article deals primarily with the San Francisco War Industries Committee and its activities. A second will detail the operations of the permanent business war clinics herein mentioned, while the third will report on the defense pool plan developed by the San Jose Business Clinic.—The Editors)

THE Pacific Coast is primarily an area of small business. Before the war, census figures showed that over 90% of all manufacturing enterprises in the Coast states were firms employing not more than 100 persons, often fewer.

The advent of war, priorities, curtailment of production of consumer goods, the switch of emphasis to war production with consequent loss of skilled workers to these industries, and all the other violent changes contingent on all-out war, meant that a large proportion of these concerns were faced with ruin unless some means could be found for absorbing them into the war effort.

Prevent Upheaval

This was even more true in the smaller towns and semi-rural areas than in such cities as San Francisco, Los Angeles, Seattle, where proximity to the growing war industries made conversion easier. The destruction of a large proportion of little business enterprises in an area largely made up of such firms would be a social disaster. Not only the small businessmen themselves would suffer, but the entire communities in which they operate. Big business, too, would be seriously affected.

In California it was the big businessmen who first realized this and took steps to prevent impending disaster. The story is an extraordinary one but for obvious reasons it cannot be told in detail until after the war. Enough of it can be told to suggest

the speed with which revolutionary changes were made in old business habits and a new type of business co-operation instituted which will probably write its chapter in economic history. What happened and is happening in Northern California is probably most sensational and will suggest the approach of the Pacific Coast as a whole.

Experiments made there by businessmen in the first weeks of the war and in some instances several months before United States' entry into the war, were later used by government agencies to suggest procedures to communities in other states.

More than three months before Pearl Harbor, a group of executives in San Francisco, realizing what the war was doing to the hosts of small businessmen met to discuss the situation. These men included executives of the



Dept. of Commerce Encourages Business Wartime Clinics.

Such a clinic it defines as a "self-help device prepared for use of local businessmen who wish to get together and discuss current problems of dislocation and change occurring in their businesses."

To accomplish this, a clinic, as described by the Department, offers: 1. Accurate information about new wartime conditions; 2. An exchange of ideas on the best way of meeting those conditions.

Copies of "Procedures for Conducting Local Wartime Business Clinics" may be secured upon request from the Dept. of Commerce, Washington, D. C.

Bank of America, Pacific Gas & Electric Co., Columbia Steel, Mangrum, Holbrook & Elkus. Out of this meeting grew the War Industries Committee of the San Francisco Chamber of Commerce, set up September 3, 1941, three months before United States' involvement in war.

Members of the Committee are: Walter A. Haas, chairman, president of Levi Strauss, makers of Western Wear; A. T. Mercier, president of the Southern Pacific Railway, and W. A. Ross, president of Columbia Steel, both vice-chairmen; Russell Smith, executive vice-president, Bank of America; Emory Wishon, executive vice-president, Pacific Gas & Electric; Harry Hilp, of Barrett & Hilp, general contractors; Dan E. London, general manager, St. Francis Hotel; Richard J. Elkus, president, Mangrum, Holbrook & Elkus, fabricators of sheet metal.

Create Working Fund

The War Industries Committee first created a working fund and helped to raise \$25,000. The first need that made itself obvious was a technical staff. Each of nine large companies donated the services of five full-time engineers and four financial advisers. These technicians were loaned to the W.I.C. for the duration, their salaries to be paid by the corporations. The San Francisco Chamber of Commerce gave office space, and all activities of the committee were conducted out of the Chamber headquarters.

These engineers and financial experts were no mere chair warmers. During the seven months ending April 1, 1942, they made approximately 5,000 personal calls on government procurement officers, prime contractors, and small manufacturers, with the object of co-ordinating the needs of all three. An office was also set up in Washington, D. C., with a representative of the W.I.C. in charge.

One of the first acts of the Committee was to organize potential sub-contractors. The largest part of these small businessmen had trouble cracking the sub-contracting bottleneck. Many of them lacked capital. They did not know what the prime contractors required, or how they might go about getting materials and finding their way through the priorities mazes.

Right here the Committee saw a

need for an educational exhibit, where each prime contractor could show what he needed to have made. A two-day "clinic" was planned at the Palace Hotel in San Francisco. It turned out that a similar idea was being proposed by the WPB, in line with a nationwide program. The two plans were combined, and exhibits held simultaneously in San Francisco and in Los Angeles. Both followed the same general set-up. Parts required by prime contractors were displayed on a panel, with full information. The Army and Navy approved and assisted. Every known sub-contractor was invited to the exhibits and contacts made for future sub-contracting deals.

Out of this idea grew the conception of a permanent business war clinic and the first of these clinics was established at the Hotel Whitcomb in San Francisco under the direction of the War Production Board. (The story of what this clinic is accomplishing will be told in the second part of this article. The set-up and achievements of another spectacularly successful businessmen's clinic and defense pool, the San Jose Business Clinic, will be described in Part Three.)

W. I. C. Plans Exhibit

But to get back to the War Industries Committee. The little businessmen who had received hints and suggestions at the Palace Hotel exhibit of their possible part in war production, still could not be expected without expert assistance to untangle the mass of government rules and restrictions. The technical staff of the W.I.C. took upon themselves this task. They went into the OPM offices and analyzed blueprints, found out exactly what had to be done and then determined who could do it best. They compiled a master list of all machine tools in the San Francisco area. This list, says Committee Chairman Haas, "was completed and in the hands of all active procurement agencies a week prior to our entry into the war. It described 17,000 items of metal working, welding, die casting, forging and heat treating equipment by types and sizes and by company and location."

Since September 3, 1941, says Mr. Haas, the committee has "distributed among 6,000 local firms specifications on approximately 1,450 invitations to bid, and in many instances it has accompanied the representatives of these firms to the procurement agencies and finally assisted them in the preparation of their bids."

The first phase of the program, now, ten months after the formation of the committee, well under way, includes the following objectives which

were defined and undertaken before December 7:

1. To assist and advise small manufacturers in the procurement of war contracts.
2. To organize the resources of small plants into manufacturing units capable of executing prime or subcontracts which were beyond the capacity of any single participant.
3. To disseminate accurate information concerning government requirements, and
4. To provide local manufacturers

with competent advice concerning priorities problems.

"The tangible results of this program to date," according to Mr. Haas, "include not only the formation of sub-contract pools that are now in production, but the actual consummation of many contracts ranging from millions of dollars to less than \$1,000 each. In more than one instance the awarding of a small contract to a small plant has proved to be only the beginning of a series of contracts that have made it possible for that plant to

ZIP - A - KIT

(Reg. U. S. Pat. Off.)

LEATHER GOODS



The Burkhardt Company
... for 31 years producers
of effective sales equipment ... manufactures a full
line of **ZIP-A-KITS**. Many styles and sizes carried
in stock or custom built to special requirements
... fit all sales needs ... wide assortment of
leathers and colors. Special attention to embossing
... and stamping in gold. Write for **ZIP-A-KIT**
catalog No. 25.



(See Shelby Salesbook Company's featured story in this issue.)

THE BURKHARDT COMPANY

545-555 WEST LARNED ST., DETROIT

"BINDERS TO AMERICAN BUSINESS SINCE 1911"

continue operation."

On October 2, 1941, the committee sponsored and organized the first successful operating pool in California. On October 17 last, articles of incorporation were filed, and on January 6, 1942, it was accepted as an eligible bidder by the Chief of Ordnance in Washington. Up to the first of May, this year, it had received war contracts in excess of \$12,000,000. Participating in the pool are nine San Francisco and two East Bay manufacturers. On May 7, when the committee made its last report, four simi-

lar pools organized by the committee were ready for certification by the WPB.

Not only sub-contracts but prime contracts have been secured for smaller firms by the committee. The largest of these, awarded as a result of direct negotiation by the committee, has "placed the prime contractor in line for government business which may easily exceed \$30,000,000 a year and provide many small firms with profitable sub-contracts," says Mr. Haas.

One of the main activities of the committee is, of course, the conversion

of small businesses to war production. Among those thus converted were producers of chemicals, wood products, foods, and, in one instance, cosmetics. A former producer of hair driers is now making bombsights.

In the early days of the committee, practical aid to San Francisco business was given with "Flash Cards" on government business available for bids. In the words of F. P. Lovett, manager of the San Francisco Chamber of Commerce War Industries Department, "During the first weeks, and even months, of the war, there was practically no way for businessmen to find out what the Government wanted in manufactured goods, unless their firms were on the active bidding list. Those that were on such a list were, for the most part, the large corporations, which were not so much affected by the war, so that the smaller firms that needed most help, had none. Our committee saw that one of its first jobs must be to teach the little man in our territory how to do business with the Government."

25,000 Flash Cards Mailed

This they proceeded to do, and the flash card was the first emergency method of helping to put small business in touch with government agencies. The cards were government postals, with details of jobs on which bids might be submitted, mimeographed on the correspondence side. The data included schedule number, description of item, quantity, numbers to identify the bid invitation, whom to get in touch with and where.

These flash cards were not sent out at random, but mailed to a carefully selected list of possible bidders. This list included: 144 machine shops, 34 foundries, 78 sheet metal fabricators, 33 heavy fabrication firms, six forging plants, 27 non-ferrous plants, 83 woodworkers.

A total of 25,000 of these flash cards was mailed out during a period when "businessmen of the kind addressed barely knew of the WPB's predecessor, the OPM." Equally important with the business thus placed with small companies, was the educational aspect of the service, since many were thus for the first time placed in touch with government agencies, and able to learn how to deal with them.

Of course, all of the services of the committee are rendered free of charge. "We are interested in the economic and industrial health of this area," says Mr. Lovett, "first to help in winning the war, and after that, to see that business does not lose the peace." Mr. Lovett says that of the more than

Winston-Salem

looming larger on the "Major Market" horizon!

★ Month in and month out Winston-Salem ranks high as a "preferred" market where you can do a profitable job of selling.

★ Winston-Salem's industrial progress is not temporary. Industries are here today and they'll be here tomorrow . . . working more hours . . . paying out more money in wages . . . because Winston-Salem's established industries are, for the most part "essential."

Here's a PLUS for sales managers: New Army Signal Corps school . . . removal of fourth district Civil Service headquarters to Winston-Salem will bring \$1,000,000 additional payroll . . . and that "ain't hay." \$8,000,000 hydroelectric power plant now under way bringing still more payroll and more people to this section.

JOURNAL and SENTINEL

Winston-Salem, N. C.

National Representatives: KELLY-SMITH COMPANY

NBC—Radio Station WSJS—NBC



\$50,000,000 worth of contracts secured for this area, over 60% will go to small business, either directly or as sub-contracts.

The industrial records and files of information on the industrial capacities and resources of this territory are among its most valuable assets and are constantly being added to and kept alive. For example, the master list of industrial tools in the San Francisco area, is constantly being added to and enables the committee to know at a moment's notice what tools are available for a given job, and where they are. The list is made up on IBM punch cards. If a certain combination of tools is required, in given sizes, the system used by the committee permits the exact tools to be picked out by the IBM machine and completely identified together with names of firms and the location of the shops.

Not only little business, but government agencies have leaned heavily on the committee. Among the services requested by such agencies, according to Mr. Haas, were: Preparation of a detailed list of all forging facilities in the Bay Area for Army Ordnance; an index of all steel casting equipment for Ordnance and OPM; a report on valve fittings manufacturing facilities for the Maritime Commission; a survey of loading facilities for Chemical Warfare.



The Pearl-Wick Corp., of Astoria, L. I., makes bathroom furnishings, but the company recently entered different field with a new product, the Victory Van, a "shopping bag on wheels." The first retail ad featuring the van in New York City resulted in a sale of more than 1,200 in one day. The red and blue wagon weighs only four pounds, but will hold 50 to 60 pounds of groceries.

WHAT WE REALLY MAKE IS CUSTOMERS

AND THE WAR HASN'T STOPPED US!

Although our sign manufacturing facilities are now entirely devoted to the production of war materials, thousands of Artkraft* customer-making signs everywhere continue working for America's leading merchandisers. Now that "999/1000 perfect" record really means something—no headaches and almost no service cost.

There's further consolation in the fact that as soon as the peace is won, you will again be able to look to Artkraft* for the fine signs which are famous for helping build good dealer organizations . . . signs which we have proved will increase sales 14.6% . . . signs which make national advertising 5 times as effective.



HASTEN THE RETURN OF PEACE BY BUYING
BONDS AND STAMPS TODAY.

—by **ARTKRAFT* SIGN COMPANY**

GENERAL OFFICES: 1000 E. Kibby St., Lima, Ohio, U. S. A.

*TRADEMARKS REG. U. S. PAT. OFF.

WHICH NETWORK?

...now provides dominant stations in the important U. S. markets at lowest network cost...with the newest, simplest, most flexible rate plan in broadcast advertising.



Take a peek at page 47



All set to go, Swift's Fort Worth salesmen steal Junior's trusty two-wheeler, bid farewell to the gasoline-demanding jalopy, and continue business as usual—and better. It's good for the figure and good for sales.

Swift & Co. Slash Salesmen's Mileage; Experiment with Bicycles

Minimum deliveries, fewer personal calls, more intensive use of the telephone, and "doubling up" with non-competitive salesmen on the territory, are factors in a plan which will save 428,600 miles of travel weekly for this big meat packer.

SWIFT & CO., Chicago, has reduced its motor car travel 428,600 miles a week. That's 22,287,000 miles in a year; approximately 800 fewer tires worn out and so a saving of something like 17,000 pounds of rubber; 1,900,000 fewer gallons of gas burned, in round figures. Then there's the matter of less lubricating oils, etc.

How was the job done?

It was accomplished by rationing the mileage of salesmen, delivery truck drivers and officials using company cars, says O. E. Jones, vice-president in charge of sales.

Meats are recognized as a vital necessity in time of war; almost as much so as guns and ammunition. Uncle Sam feeds each of his soldiers almost a pound of meat a day. Meats and meat products are highly important in keeping war workers in top-notch condition; in holding general morale.

Swift's problem, as soon as the Japanese swarmed down into the Malay peninsula and then the East Indies, was to put itself into position to continue to sell as much meat as always, or more, and at the same time conserve precious rubber. Here are some of the things being accomplished:

1. Many Swift salesmen in smaller towns, and some not so small, are using bicycles instead of salesmen's cars. Experiments with bicycles are now being made in places like Fort Wayne, Ind., and Fort Worth and Dallas, Texas. Also, salesmen are walking and using street cars where that is practical.

2. Where it can be done, salesmen are also saving on tires, gasoline and cars by "doubling up" with non-competitive salesmen who cover the same territories. A Swift man, for instance, may travel with a salesman selling fruits, vegetables or groceries. This works out fairly well when the two salesmen cover the same general territory stopping at small towns in rural areas. They can arrive in the village together, park the car, and do the selling on shoe leather.

3. Less frequent calls are being made by salesmen on customers. With a little planning and foresight thousands of dealers and customers, it has been found, can easily be induced to place larger orders and less often.

4. Greater emphasis has been placed on the use of the telephone to replace many of the personal visits of salesmen. Experience has shown that

the 'phone saves a great deal of time as well as rubber and gasoline. There's as yet no rationing of wire service.

5. A minimum weight of 50 pounds has been placed on all deliveries of company products. The big truck with the small order of meat is out for the duration. Eagerness to give a complete on-the-minute service had, in the past, led to many abuses.

6. Special deliveries are made only to hospitals and the armed forces; also, only one delivery per day per customer. In some instances deliveries to dealers have been cut to only two or three times a week. In line with the Government's program, truck mileage in city and suburban areas is being trimmed more than 25%.

"Our principle is that the public has an inalienable right to buy our products if they are wanted," Mr. Jones tells SM. "To deliver the goods where and when wanted is put above all else. That is a law of the house. Swift is still delivering the goods."

"Some towns that formerly got deliveries every other day seem to be getting along just as well with deliveries every third day. Nothing more than a little additional planning and cooperation is needed, and our customers, realizing the increased pressure owing to the exigencies of war, have been quick to understand."

"In fact, the retailers are faced with the same problems on reduction or elimination of deliveries to their own customers. They therefore readily understand our problems and wholeheartedly cooperate. We all realize that such efforts are directed toward the common objective of victory."

Swift has 73,000 employees. On an average there are four-plus persons in

each employee's household. That's the equivalent of a city such as Columbus, Ohio. Swift, in its company publications and house organs, urges all to save tires and gasoline.

Carrying the step further, Swift as well as other large meat packers and the American Meat Institute, has co-operated with the subsistence research laboratories of the Quartermaster Depot in Chicago in working out methods of removing the bones from many meat products. This has saved bulk, shipping space, gasoline and rubber as well as working for more efficiency in rail cars. It means less work and more speed in army kitchens.

In addition, with increased shipments to our own and lend-lease armies abroad, experiments are being made for greater economy and ease in handling by means of dehydration. Dehydrated meat requires little or no refrigeration, takes up only a fraction of the space previously required, and retains almost all of its natural food value. It is estimated that as much as two pounds of fresh beef, after dehydration, can be packed in an eight-ounce container.

In preparing the meat, it is first ground. Then it is seasoned and dehydrated. When chewed as pellets the meat expands and is pleasingly flavorful. For cooking, water is added to restore the moisture removed by dehydration. As the water is absorbed the meat increases its size and takes on a brighter color.

These dehydrated meats, it is pointed out, can be stored in life boats or fastened to life rafts, and so those who survive ship sinkings can have a better chance of reaching safety. Small packets can also be carried by soldiers as a part of their field rations and, for field kitchens, the dehydrated product means vastly more food transported with the same tonnage.



AUGUST 1, 1942

Announcing Sales Management's *First* **Book of Cartoons**

The best cartoons that have appeared in SALES MANAGEMENT in the last ten years have been assembled with loving care in a handsome, sturdy book. It needs to be sturdy, because salesmen and sales managers will pass it around plenty. For these are the sidesplittingest sales cartoons of 130 issues.

Home office, branch offices, and most of all salesmen now in uniform will appreciate the

book as a gift. Customers and prospects, too, will chuckle at the more than 70 cartoons. "Gertie and Dot," those divine dumbbells, are well represented. So are the stuffed shirts and the other all-too-human practitioners of the ancient art of selling.

Publication date August 1. Price of SALES MANAGEMENT'S Book of Cartoons is \$2 a copy. Write for prices on quantities.

SALES MANAGEMENT'S BOOK OF CARTOONS

386 Fourth Avenue, New York, N. Y.

WHICH NETWORK?

...is the first (and only) to offer complete freedom in selecting supplementaries, so you can pick precisely the hookup you want.



Take a peek at page 47 ➡

Seven Leaders Now Sell 25% Of Nation's Beer Volume

ALTHOUGH the number of brewers in the United States in 1941 declined from 566 to 506, the industry's volume of 56,770,937 barrels was the largest since Repeal, and 5,000,000 barrels more than in 1940.

More than half of the total increase during the year was made by seven

leading brewers. These seven provided between them nearly 25% of the total volume, as compared with about 20% by the top seven of the year before.

Most striking increase was made by Anheuser-Busch, Inc., St. Louis, which became the first American brewer to pass the 3,000,000-barrel mark and probably ended the year at 3,200,000.

Anheuser-Busch gained about 700,000 barrels—a larger figure than the annual volume last year of any brewer outside of the top nine. Anheuser-Busch, in 1941, exceeded its own 2,100,000 total of 1938 by about 50% and its own volume of 1,370,000 in 1936, by nearly 150%.

In 1936, Anheuser-Busch was out-ranked in sales by Ruppert, Pabst and Schlitz. In 1941, this company did about one-fourth of the combined volume of 13,000,000 done by all seven brewers whose individual sales during the year exceeded 1,000,000 barrels.

Pabst Brewing Co., Milwaukee, continued in second place in 1941, boosting its volume from 1,731,000 to about 2,200,000. About the time, last December, when Anheuser-Busch was celebrating the sale of its 3,000,000th barrel, Pabst was celebrating its 2,000,000th.

Rank Same, Sales Up

The order of the next four brewers continued unchanged. All four had larger sales. Joseph Schlitz Brewing Co., Milwaukee, which for several years had jockeyed with Pabst between second and third places, continued third in 1941, with a sales increase from about 1,600,000 to about 1,900,000. F. & M. Schaefer Brewing Co., Brooklyn, ushered in its centennial year in 1942 by reporting record volume in 1941. Schaefer's sales rose from about 1,400,000 in 1940 to about 1,700,000 last year. P. Ballantine & Sons, Newark, moved up from about 1,300,000 to about 1,626,000, and Jacob Ruppert Brewery, New York, turned its slump of the five previous years into a gain of about 100,000 barrels, to 1,300,000.

In the years immediately after Repeal there were only four brewers in the million-barrel group—Anheuser-Busch, Pabst, Schlitz and Ruppert. In 1938, Schaefer and Ballantine joined them. In 1941, Falstaff Brewing Corp. also passed the million-mark.

Busch, Pabst and Schlitz have long been known primarily as "shipping brewers." With Blatz, of Milwaukee, they were almost the only national advertisers of beer. In recent years, Ballantine has become a national advertiser, and Ruppert has expanded distribution and advertising southward and westward. Schaefer continues to confine its business to the territory from New Haven to Atlantic City.

With plants in St. Louis, New Orleans and Omaha, Falstaff has wide distribution throughout the Middle West. Following an increase of only about 60,000 barrels in 1940, Falstaff added about 300,000 barrels in 1941.

Memo to Time Buyers

Norfolk, Virginia today is America's fastest growing market. Its metropolitan area population now exceeds 790,000! And is steadily INCREASING.

Station WTAR regularly contacts more listeners in this rich growing market than all other stations combined - and is the station to which newcomers quickly tune for the cream of Radio enjoyment.

Be SURE to include WTAR on your Fall Schedules!

5,000 WATTS
DAY AND
NIGHT

NBC RED NETWORK
AND BLUE NETWORK

WTAR NORFOLK VIRGINIA

NATIONAL REPRESENTATIVES: EDWARD PETRY & CO.

In the process this company moved from tenth to seventh place.

Certain breweries, more than others, have reflected the fact that "men at work" in defense plants have money to spend, as well as thirst to slake. One of these is Duquesne Brewing Co., Pittsburgh, which has three plants in Western Pennsylvania. Duquesne is said to have increased its volume more than 100,000 barrels in 1940, to about 810,000. At the same time, Liebmann Breweries, Inc., Brooklyn, made a similar gain, to about 800,000. Liebmann sells along the Atlantic Coast, from New England to Florida.

Whether or not Duquesne and Liebmann last year passed Jacob Schmidt Brewing Co., and Theo. Hamm Brewing Co., both of St. Paul, is a matter of some discussion. For years, Schmidt and Hamm have been close together in seventh or eighth places. Their 1941 sales are reported to have been about 700,000 barrels, each, virtually unchanged from those of 1940. If that is true, Duquesne has moved from ninth to eighth, Liebmann from 11th to ninth, and Schmidt and Hamm from tenth and 11th.

Acme Breaks Record

In 1941, for the first time, a West Coast brewer—Acme Brewing Co., San Francisco and Los Angeles—moved beyond 600,000 barrels. Acme's rise has been consistent—increasing last year by perhaps 70,000 barrels. Acme, in fact, may now lead the 575,000-650,000 barrel group, which also consists of C. Schmidt & Sons, Philadelphia; Blatz and Miller Brewing Companies, Milwaukee; Christian Feigenspan Brewing Co., Newark, and John F. Trommer, Inc., Brooklyn. Both Blatz and Miller are national advertisers.

Pittsburgh Brewing Co. is said to have gained about 25,000 barrels to 530,000. Due partly to labor troubles, sales of Minneapolis Brewing Co., may have dipped slightly to 500,000. Stroh Brewing Co., Detroit, may have moved up to 550,000.

Several brewers which were around 400,000-barrel mark in 1940—including Stegmaier of Wilkes-Barre, Krueger of Newark, Pfeiffer of Detroit, Rainier of San Francisco, and Jackson of New Orleans—probably moved beyond it last year. Krueger, for example, currently is reporting record sales in its 83 years. A dozen others are now beyond the 300,000-barrel mark.

In contrast with the "tied houses" and other evils which brought discredit on some members of the brewing industry prior to Prohibition, to-

day's leading brewers have won their positions by vigorous sales and advertising, and by adaptability.

Under the impetus of increasing sales through food stores, and the cans vs. bottles battle, sales of packaged beer throughout the country mounted steadily each year. In the first four months of 1942, packaged beer represented 59% of the brewing industry's volume, as against 54% in the first four months of 1941. Total beer sales in this period rose 18%.

Early in 1942, the War Production Board denied the use of cans for beer. A few months later, WPB reduced substantially the amount of tin available for beer bottle caps.

The brewers took these problems in their stride. They returned to bottles. And now many of them, to save caps, are concentrating on quart bottles. Some brewers are even suggesting to customers in advertising that they buy their beer on draught.

But the brewers intend to hold the place they have won for beer in the home. With the help of the consistent national advertising program of Brewing Industry Foundation, they have persuaded women not only to approve of beer but to drink it with their husbands, in the home. A couple, Pabst and Schlitz, have begun campaigns in woman's magazines to strengthen themselves there.

Travelers who know their hotels prefer the Bismarck in Chicago. That's why 67% of our guests have stopped with us for many years... They enjoy the convenient location, the friendliness and comfort... the renowned cuisine in our five dining rooms.

OTTO K. EITEL
Mng. Director



**CHICAGO
BISMARCK
HOTEL**
RANDOLPH
AT LA SALLE

WHICH NETWORK?

...is the first (and only) to grant discounts up to 50%, 60%, 75%...scaled according to size and number of markets covered (the more stations you use, the less each one costs).



Take a peek at page 47

S. O. Advertises to Clarify Stand on Synthetic Rubber

Fourteen oil companies, six chemical and one rayon firm, slated to turn out butadiene and styrene—plants under way.

THE Standard Oil Co. of Indiana, purchased display space in 1,800 newspapers recently, up to a full page, to make plain its position in the matter of manufacturing synthetic rubber. Its message was headed:

"Synthetic rubber! Let's get it. Fast . . . and plenty of it! No matter who makes it or what it's made from!"

Behind this public statement lies a story of conflict in Washington. Charges have been flying back and forth which have muddled the synthe-

tic rubber picture. Proponents of making synthetic rubber from alcohol have been charging that the petroleum industry has been trying to monopolize and control rubber manufacturing.

Standard of Indiana, speaking for itself, says it doesn't care who makes the rubber so long as it is made and made quickly. What it wants, it makes clear, is to supply war needs and keep the nation's 30,000,000 cars running.

A reporter for SM, seeking to learn more of the facts behind the situation, began something of an inquiry. He learned that three plants are now being erected at the south end of Lake Michigan to produce rubber from petroleum. They are:

1. A plant being built by Rubber Synthetics, Inc., a joint undertaking by Standard of Indiana, Cities Service Co., and Sinclair Refining Co. to produce butadiene.

2. A plant to be operated by The Dow Chemical Co. to produce styrene.

3. A plant to produce a synthetic rubber latex through the further processing of butadiene and styrene in combination with certain chemicals.

After that the synthetic rubber goes to the so-called "Big Four" rubber companies who will manufacture it into wanted products.

Production Cost Sky High

Confusion has been added to the general picture by the fact that scientists to date have developed 17 different synthetic rubbers but so far, commercially, only three are proposed for mass production. The pinch comes in the estimated cost of preparing for production—plus the time lag for make-ready. It is estimated that \$1,000 worth of equipment will be required to produce each ton of rubber per year.

In spite of that enormous investment, the rubber schedule calls for 350,000 tons in 1943 and 800,000 tons in 1944. That adds up to a total investment of \$800,000,000. Probably there'll be more than \$1,000,000,000 invested before the job is done. The joint undertaking in which Standard of Indiana is interested looks forward to 50,000 tons per year capacity by next June and 100,000 tons by August.

We are told that 14 oil companies, six chemical companies and one rayon company are expected to produce butadiene and styrene, required to manufacture the types of synthetic rubber now considered most quickly available in volume. After that the rubber companies take over.

Butadiene can be processed from a long list of products—all of them

550,000
425,000

975,000

people working in Detroit

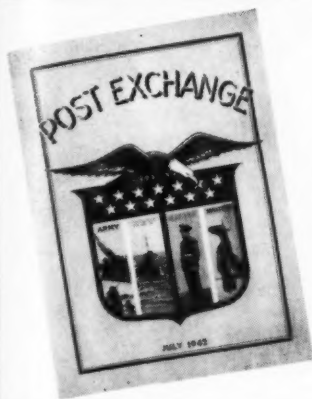


IN Detroit today there are 550,000 industrial workers and 425,000 other gainfully employed men and women . . . a total of 975,000 busy folks earning big money. We don't believe there is a better market in the world right now than Detroit, Arsenal of Democracy, producing one third of all the war equipment of the United Nations.

The Detroit Free Press keeps in step with Detroit's "forward march." 357,134 average net paid circulation for June . . . 23,456 more than for June, 1941. And no increase in advertising rates. Send us a schedule. Detroit is (or will be) interested in you.

The Detroit Free Press

Story, Brooks & Finley, Inc., Natl. Representatives



TO THE LADIES . . . They've Left Behind!

● Here's a good thing to bear in mind if you sell women's merchandise: Our men in the Service like to remember the girls they left behind . . . with strictly feminine gifts.

And the men show the same good taste in the thousands of gifts they buy each month from their Camp Post Exchanges that they showed during their civilian buying days. Six million men in the Service, each with \$50.00 spending money—or more—per month buy a whale of a lot of feminine remembrance merchandise.

Let us discuss your product's potential with you, and you be the judge whether you can afford to neglect the women's market that POST EXCHANGE alone makes available to you!

PX . . . and don't overlook the tens of thousands of women who live in our service camps—nurses, wives of male personnel, civilian workers, etc. They still want to buy the same things they've always bought!

POST EXCHANGE

292 Madison Avenue New York City

plentiful. It can be made from alcohol, coal, petroleum, natural gas, limestone, potatoes or almost any product containing starch. That includes our plentiful grains. The time element is the major problem. Long months lie between the blueprints and the completed plant. It also means metals.

Scientists tell us synthetic rubber is composed principally of carbon and hydrogen. Beyond that we understand that these same scientists do something, very mysterious to us, to the molecules, atoms or electrons which puts "bounce" in them when they are properly processed and combined.

More, we are told that synthetic rubber is not true rubber at all and that its manufacture is a very tricky business. To guard against costly waste, the potential manufacturers are training one technical expert for every three workers they plan to employ.

The 14 oil companies lined up to carry the brunt of the load, we are informed, are rarin' to go. There is a very logical and businesslike reason for that. Unless tires are kept on the 30,000,000 or more cars and trucks in operation today, to whom are the producers going to sell their gasolines and oils? Also, if the Government takes those 120,000,000 tires, plus the spares, what's going to happen to us?

Conger Reynolds, director of public relations for the Standard Oil Co. of Indiana, explaining that company's use of display advertising in the 1,800 midwestern daily newspapers, said:

"There is much discussion at present before congressional committees and in the public prints regarding the relative advantages and disadvantages of making rubber from alcohol as against making it from petroleum.

"Some of the proponents of alcohol rubber have charged that petroleum companies, wishing to monopolize the manufacture of synthetic rubber, are trying to block manufacture of rubber from alcohol.

"We do not believe that the charge is justified. Rubber is needed in this

country; let's get it by any workable method. Government authorities will have to decide what the method is, regardless of private interests.

"The criticism of the petroleum industry on this subject stems, no doubt, from confusion over the fact that the industry has for many years opposed attempts to force use of alcohol as motor fuel. There is a fundamental difference between using alcohol in motor fuel and using it to make rubber. Alcohol is not needed for fuel purposes because gasoline is abundant and much cheaper than alcohol. Rubber is needed at any price. It probably can be made from petroleum more cheaply than from alcohol. But present indications are that all the rubber to be made from petroleum will be needed for the military. If civilian cars are to be kept rolling still more rubber will be needed. Some of it

may have to come from alcohol whether it costs more or not. The oil industry, which has every reason to want to see civilian cars kept running, would logically be the last to oppose any practicable method of increasing the production of synthetic rubber.

"In connection with any analysis of this question you make you will find in the declaration in the Standard of Indiana ad the proof that at least one large petroleum company is not opposing alcohol rubber and a good indication that the charges against the petroleum industry in general are not justified."

Our Mistake!

Quentin D. Pierce, of the Northwestern Yeast Co., was appointed assistant general sales manager and not general sales manager as announced in the July 1 issue of SALES MANAGEMENT.

WHICH NETWORK?

. . . is the first (and only) to offer coast-to-coast coverage at costs starting at:

1 Half-Hour Evening	\$3,745
5 Quarter-Hours Daytime	4,801
3 Quarter-Hours Evening	6,626



Take a peek at page 47 ▸

On the Wartime Sales Front

Cosmetic Kinks

Government's curtailment of the rising output of cosmetics has raised many new selling problems in the industry. Sharpest restrictions were on such items as nail polish, after-shave lotion, bubble bath, and cleansing creams. Under terms of the order, production of these items is limited to 80% of the 1941 output. Production of cosmetic stockings, bath salts, perfume, rouge, lipstick and toilet water, and a number of other items, is limited to 100% of the quantities produced or sold during 1941 and to 90% of the marketable units produced or sold during the calendar year.

Packaging of toiletries and cosmetics is regulated to force producers to use large containers. For example, although manufacturers may produce 100% of the lipsticks and rouges turned out last year, they are allowed only 90% of the containers in which to market them. In addition, no toiletry product except perfume may be sold in more than three sizes of containers. Another section of the act prohibits manufacture or the sale of new products—that is products which were not produced commercially or offered for sale during the last 12 months.

While the feeling in the industry is generally one of relief at the unexpected gentleness of the order, several sore spots are apparent:

First: What is to be done with the new lines already in production? For instance, Shulton is in production on a new line of lipsticks and rouges; Lucien Lelong introduced a new perfume at the Toilet Goods Show recently. Will the order be relaxed to allow products already in the works to be released and, if so, does it pay a company to introduce a new product in such limited amounts?

Second: How seriously can the order allowing 90% marketing of toilet water be taken when alcohol, the basic ingredient, is limited to 70%? Speculative comment in the trade points up the possibility of a loosening in the alcohol situation based on rumors about the lack of available storage space for that product.

Third: If unit packaging is to be limited to three sizes, which sizes will be eliminated? Small sizes are best sellers; big sizes are more profitable but evaporate and are harder to sell.

The Toilet Goods Association is holding an emergency conference, and it is generally agreed that most of these problems will be handled similarly throughout the industry.

At least one sizeable soft drink outfit is successfully reclaiming used bottle caps.

Show Cases to Ship Funnels

A year ago, ice cream and frozen food cabinets were the thing with Weber Show Case and Fixture Co., Los Angeles. Today it's ship funnels, particularly the big ventilator coils for 10,000 ton Liberty Cargo ships. But the company is still using selling techniques, and sales manager Don Mack is still pitching. The company has done an outstanding job in publishing booklets compiled by Mr. Mack which describe in detail the Weber plant and facilities, and are using these booklets to help them sell their facilities not only to Uncle Sam but to the hundreds of prime contractors all over the nation who are looking for sub-contractors with the right kind of equipment.

Incendiary bombs dropped on Tokyo and other Japanese cities recently by Gen. Doolittle and his bombardiers were manufactured by the United Wallpaper Factories, Inc.

[46]

Selling Conservation

American Viscose Corp. reports that to date requests have been received for more than 17 million pieces of the printed literature which were offered in recent advertisements on "How to Get the Most from Your Rayon Stockings."

Pepperell Manufacturing Co. has just released a timely booklet on "Sheets and Blankets—How to Buy and Conserve Them." Contents include chapters on "How to Tell a Good Sheet"; "What Makes Sheets Wear Out and What You Can Do About It"; "How to Wash and Iron Sheets"; and similar information on blankets.

Dunlop Tire & Rubber Goods Co., Ltd., publishes a handbook for plant operators on "How to Keep Rubber in Active Use."

C'est la guerre. Mills Novelty Co. has thrown into the nation's scrap heap the raw metal innards of many thousands of uncompleted mechanisms for vending and amusement machines.

Salesmen and Salesmanship

Canadian salesmen have added a new commodity—themselves. They are promoting an extensive national advertising campaign in daily and weekly newspapers, financial and business publications. The campaign is aimed at removing ignorance in government quarters and among the public regarding the essential functions of salesmen in the wartime economy. Six separate organizations have united to form the National Committee of Canadian Commercial Travellers which is sponsoring the drive. Necessary wartime duties a salesman performs, the group feels, include the interpretation of government regulations and policies to buyers, showing how the life of existing equipment can be prolonged, promoting the efficiency of retailers and the equitable allocation of merchandise. Salesmen also help comparatively inexperienced purchasing agents of expanded plants in the proper selection of material and give advice on alternate and substitute materials.

Thor Pacific Co. has increased its regular Thor washer and ironer service facilities for the duration and is expanding its merchandising activities with the addition of several new lines including the Howard Health Cabinet, the Health-O-Meter scales and the Thor hot water heater.

Cooperative Efforts

Conference of Alcoholic Beverage Industries has made plans for the launching of the first cooperative advertising program by these industries to combat the efforts of dry forces who are using the war as a basis for increasing their efforts to restore national prohibition. Member associations include the American Hotel Association, Distilled Spirits Institute, the Wine Institute, and several other groups embracing importers, taverns, etc.

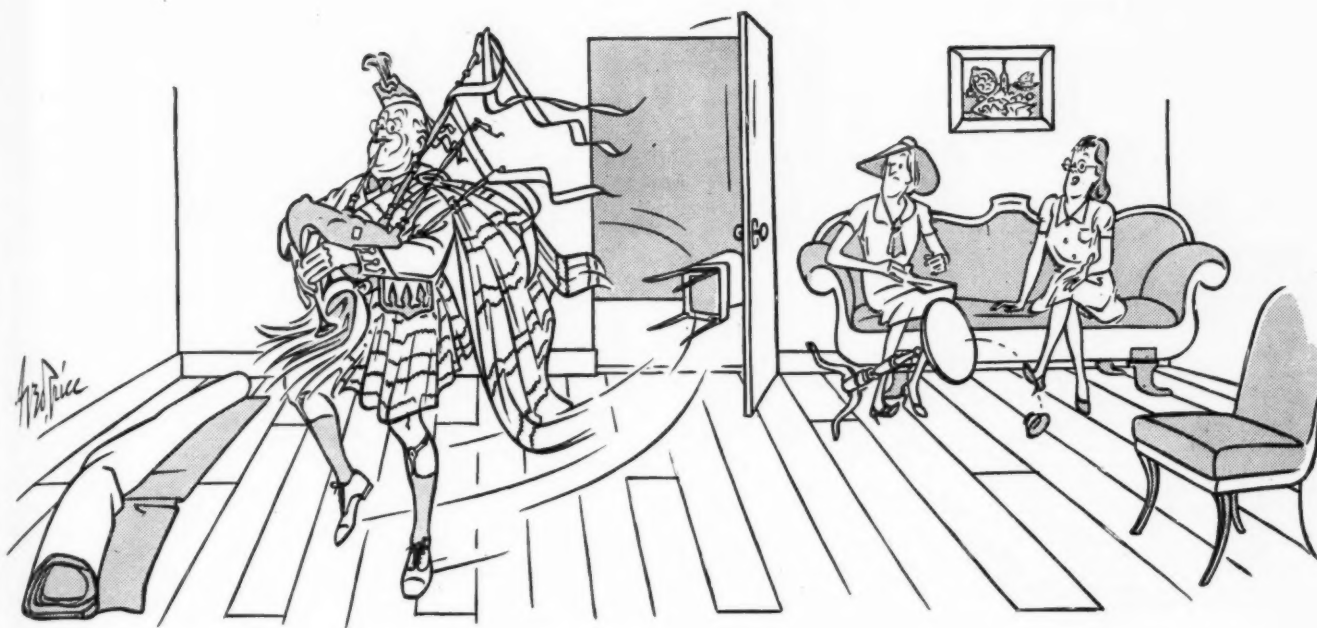
The carpet industry has grouped together for an all-industry exhibit, "The Carpet Industry Geared for War" at the 27th National Hotel Exposition to be held in Grand Central Palace in November. Because of a shortage of contract carpeting for hotel use, individual manufacturers do not plan to exhibit separately at the exposition as in the past.

Sales Flash: William W. Fitzhugh, chief, Setup and Folding Paper Box Section, Containers Branch of WPB, has issued a statement to the effect that in view of the present abundant supply of paper and paperboard, no restrictions of the manufacture of any type of paper box are contemplated and the use of gift and Christmas boxes is not prohibited.

SALES MANAGEMENT

He's been like that ever since he saw

THE NEW MUTUAL RATE CARD!



Whether or not your heart's in the Highlands, you'll be mightily pleased at the way the New Mutual Rate Card meets *your* needs and *your* budget... offering you dominant stations, in the important U.S. markets, at the lowest cost in network radio.

HERE'S HOW THE NEW RATE STRUCTURE WORKS:

All stations are classified in one of three market-size groups.

Discounts are based on number and size of markets covered.

Minimum network for volume discounts is 56 stations instead of 80.

The more stations you use, the less each one costs.

Individual selection of all supplementaries is available.

Maximum discounts for each market group range up to 50%, 60%, 75%.

Typical weekly costs, at 52-week rates:

	56 STATIONS	100 STATIONS	204 STATIONS
ONE HALF-HOUR EVENING	\$3,745	\$4,204	\$ 6,015
FIVE QUARTER-HOURS DAYTIME	4,801	5,509	9,125
THREE QUARTER-HOURS EVENING	6,626	7,403	10,950

Get acquainted *now* with Mutual's new passport to profit... Rate Card No. 10.

THE MUTUAL BROADCASTING SYSTEM

AUGUST 1, 1942

[47]



The Hartford Courant

Established 1764

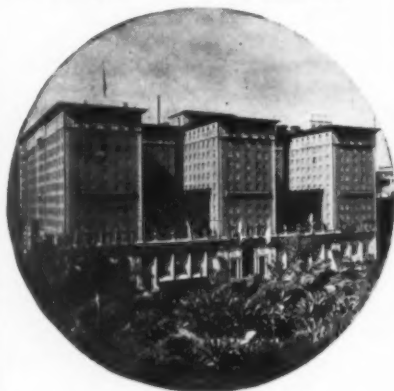
(Sells for 4c)

Represented Nationally by

GILMAN, NICOLL & RUTHMAN

New York, Philadelphia, Boston
Detroit, Chicago, San Francisco

ASK ANY SALES MANAGER WHO *Travels*



They all agree . . . for convenience, comfort, beauty and service . . . you can't beat The Biltmore in Los Angeles. Center of business and social life, home of the world-famous Biltmore Bowl . . . the most distinguished address in the West.

1500 ROOMS ALL WITH BATHS
Singles \$4 to \$8. Doubles \$6.50 to \$10.

THE BILTMORE HOTEL
LOS ANGELES • CALIFORNIA

Sales Management High-Spot Cities

SALES MANAGEMENT's Research and Statistical Department has maintained for several years a running chart on the business progress of nearly 200 large cities. The ones shown in the following columns are those where, for the 12-month period ending 60 days ahead, retail sales should show the greatest increases.

Two index figures are given under "Retail Sales Index," and one volume figure. Under "Rate of Change" we first show the "City Index." A figure of 126.0, for example, means that retail sales in this city for the 12-month period ending on the designated date will show a probable increase of 26% over the similar 12-month period ending a year previously . . . the second column, "City-National Index" relates that city change to the probable national change for the same period. A city may have a sizeable gain over its own past but the rate of gain may be less than that of the nation. All figures in the second column above 100

indicate cities whose gains are greater than that of the U. S. A.

The *third column*, called "Volume of Change," gives the dollar and cents gain in retail sales for the same period as is used in the index columns.

Readers who wish to determine the total volume of retail sales for the 12 months ending on the designated date of the year preceding (1941) should use this formula:

$$\frac{\text{Gain in millions}}{\text{Percentage gain}} \times 100 = \frac{\text{Total retail sales volume}}{\text{volume}}$$

To secure probable volume for 12 months ending *this year*, add gain in millions to quotient secured from above formula.

Example: City index of 126, and gain of \$52 millions: \$52,000,000 divided by 26 and multiplied by 100 equals \$200,000,000, which is total volume for period ending same date last year. Add \$52,000,000 and you get volume of \$252,000,000, as expected total for 12 months ending 60 days hence.

Suggested uses for this index: (a) Special advertising and promotion drives in spot cities. (b) A guide for your branch and district managers. (c) Revising sales quotas. (d) Basis of letters for stimulating salesmen and forestalling their alibis. (e) Checking actual performance against potentials.



Retail Sales Estimates—12 Months Ending September 30

Starting on page 49 are the important cities charted regularly by SALES MANAGEMENT on changes for retail sales for the year ending September 30, 1942.

The SALES MANAGEMENT estimates show that the shortage of merchandise is now making itself felt in a serious way with the 12 months' figure dropping from 118.0 in August to 116.0 in September. The national total now is \$61,364,000,000 and while this is appreciably higher than the figure for the full year 1941 it now seems probable that declines during the balance of the year will be so great as to possibly bring about a net decline.

As a special service this magazine will mail 20 days in advance of publication, a mimeographed list giving estimates of 12-months Retail Sales volumes and percentages for approximately 200 cities. The price is \$1.00 per year.

SALES MANAGEMENT

Sales Management High-Spot Cities

All cities in this table should show a gain in retail sales for the year ending September 30.

Three primary points should be kept in mind in studying these tables:

1. How does the city stand in relation to its last year figure? If the "City Index" is above 100, it is doing more business than a year ago.

2. How does the city stand in relation to the nation? If the "City-National Index" is above 100 it means that the city's retail activity is more favorable than that of the nation as a whole.

3. How big a market is it? The dollar volume reflects quantity of sales. In the tables readers will find many medium-sized cities with big percentage gains but small dollar gains, many big cities with small percentage gains but big dollar gains.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with gains equalling or exceeding the national gain.

San Diego, Cal., and Portland, Me., continue to lead in city-national indices but Mobile, Ala., has ousted Augusta, Ga., for third place. The 15 leading cities are: San Diego, Cal., 131.1; Portland, Me., 127.4; Mobile, Ala., 127.1; Augusta, Ga., 124.0; Long Beach, Cal., 119.2; Sheboygan, Wis., 117.5; Seattle, Wash., 115.6; Wichita, Kan., 114.7; Oakland, Cal., 113.4; Passaic, N. J., 112.9; Memphis Tenn., 112.1; Sioux Falls, S. D., 112.1; Tacoma, Wash., 112.0; Birmingham, Ala., 111.6; Elmira, N. Y., 111.4.

RETAIL SALES
(12 months ending September 30, 1942, compared with September 30, 1941.)

	Rate of Change		Volume of Change
	City Index	National Index	Gain in Millions
U. S. A.	116.0	100.0	\$8,464.00
Alabama			
★ Mobile	147.5	127.1	22.15
★ Birmingham .	129.5	111.6	40.85
★ Montgomery .	117.0	100.9	6.50
Arizona			
★ Phoenix	125.6	108.3	14.10
Tucson	114.5	98.8	4.25
Arkansas			
★ Fort Smith .	128.6	110.9	5.80
Little Rock .	116.0	100.0	8.55

AUGUST 1, 1942

California

★ San Diego .	152.1	131.1	82.05
★ Long Beach .	138.3	119.2	40.60
★ Oakland	131.5	113.4	73.85
★ Stockton	121.0	104.3	8.90
★ Berkeley	118.0	101.7	9.95
★ San Jose	116.5	100.4	8.85
Los Angeles	115.5	99.6	150.85
Fresno	115.5	99.6	10.20
San Francisco	114.0	98.3	62.20
Pasadena	108.5	93.5	5.40
San Bernar-			
dino	106.2	91.6	2.05
Sacramento .	106.0	91.4	5.35
Santa Barbara	106.0	91.4	1.35

Colorado

★ Denver	117.1	100.9	35.50
Colorado Springs ..	108.0	93.1	1.85
Pueblo	107.0	92.2	1.75

Connecticut

★ New Britain	126.2	108.8	10.05
★ Hartford ...	125.5	108.2	38.75
★ New Haven .	120.0	103.4	22.45
★ Bridgeport .	118.6	102.2	18.45
★ Waterbury ..	118.0	101.7	12.15
Stamford ...	112.8	97.2	5.10

Delaware

Wilmington	108.7	93.7	7.60
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District of Columbia

★ Washington	123.7	106.6	121.25
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Florida

Tampa	113.8	98.1	8.85
Jacksonville .	106.4	91.7	6.50
Miami	104.0	89.7	5.60

Georgia

★ Augusta ...	143.8	124.0	14.50
★ Macon	125.4	108.1	9.55
★ Albany	124.8	107.6	3.30
★ Savannah ...	118.2	101.8	8.00
★ Atlanta	116.6	100.5	37.70
Columbus ..	115.6	99.6	6.15

Hawaii

★ Honolulu ..	121.0	104.3	33.00
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Idaho

★ Boise	118.5	102.2	4.75
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Illinois

★ East St. Louis	128.3	110.6	10.20
★ Rockford ...	125.1	107.8	16.85
★ Moline Rock Island-E.			
Moline ..	118.8	102.4	8.76
Chicago ...	115.0	99.1	270.60
Peoria	114.5	98.7	11.85

Indiana

★ Fort Wayne .	121.7	104.9	15.75
★ Indianapolis	121.0	104.3	51.25
★ Terre Haute	117.6	101.4	7.45
Gary	114.0	98.3	8.30
Evansville ..	113.2	97.6	7.85
South Bend .	111.0	95.7	7.60

Iowa

★ Sioux City .	124.3	107.2	11.85
★ Cedar Rapids	120.6	104.0	8.55
Des Moines	115.0	99.1	13.95
Davenport ..	110.0	94.8	4.15

Kansas

★ Wichita ...	133.0	114.7	24.70
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NEW BRITAIN
TOPS THE LIST OF
CONNECTICUT HIGH SPOT
CITIES FOR THE FIFTH
CONSECUTIVE MONTH

A Sales Management Preferred List High-Spot City

NEW BRITAIN HERALD NEW BRITAIN CONNECTICUT
REPRESENTED BY STORY BROOKS AND FINLEY INC.

Sales Management High-Spot Cities

(Continued from page 49)

RETAIL SALES
(12 months ending September 30, 1942, compared with September 30, 1941.)

	Rate of Change	Volume of Change	
City- Index	National Index	Gain in Millions	
Kansas (Cont'd)			
★ Kansas City .	118.0	101.7	7.75
★ Topeka	112.0	96.5	4.10
Kentucky			
★ Louisville . .	123.0	106.0	41.50
★ Lexington . .	113.0	97.4	4.50
Louisiana			
★ New Orleans .	120.0	103.4	37.65
★ Shreveport . .	119.6	103.1	10.70
Maine			
★ Portland . . .	147.8	127.4	25.90
★ Bangor	115.0	99.1	3.80
Maryland			
★ Baltimore . .	117.5	101.3	93.70
★ Cumberland . .	116.0	100.0	4.00
Massachusetts			
★ Worcester . .	120.0	103.4	24.90
★ Springfield . .	118.5	102.1	18.80
★ Holyoke . . .	118.2	101.9	5.15
★ Fall River . .	117.3	101.1	9.30
★ Lowell	111.4	96.0	5.20
★ New Bedford .	110.0	94.8	5.55
★ Boston	109.0	94.0	52.00
Michigan			
★ Battle Creek .	120.6	104.0	6.95
★ Jackson	120.0	103.4	7.85
★ Bay City . . .	117.0	100.9	4.95
★ Lansing	116.0	100.0	10.20
★ Detroit	113.8	98.1	138.85
★ Kalamazoo . .	113.2	97.6	6.45
★ Pontiac	110.5	95.2	5.10
★ Grand Rapids .	110.2	95.0	10.80
★ Saginaw	110.0	94.8	4.80
★ Flint	107.0	92.2	6.80
Minnesota			
★ Minneapolis . .	120.1	103.5	61.30
★ St. Paul . . .	118.6	102.2	36.50
★ Duluth	117.0	100.9	9.25
Mississippi			
★ Jackson	122.8	105.9	7.75
Missouri			
★ St. Joseph . .	120.0	103.4	6.80
★ St. Louis . . .	118.4	102.0	79.10
★ Kansas City . .	115.9	99.9	43.10
★ Springfield . .	115.1	99.2	5.25
Montana			
★ Billings	113.0	97.4	3.00
Nebraska			
★ Omaha	121.7	104.9	27.45
★ Lincoln	103.5	89.2	1.45

RETAIL SALES
(12 months ending September 30, 1942, compared with September 30, 1941.)

	Rate of Change	Volume of Change	
City- Index	National Index	Gain in Millions	
Nevada			
★ Reno	113.0	97.4	3.90
New Hampshire			
★ Manchester . .	117.0	100.9	6.85
New Jersey			
★ Passaic	131.0	112.9	15.55
★ Camden	120.0	103.4	12.95
★ Newark	114.5	98.7	44.60
★ Jersey City . .	112.1	96.6	27.50
★ Trenton	112.0	96.5	9.35
New Mexico			
★ Albuquerque . .	116.5	100.4	5.00
New York			
★ Elmira	129.2	111.4	10.25
★ Niagara Falls .	125.0	107.8	11.00
★ Utica	120.0	103.4	10.50
★ Jamestown . .	118.6	102.2	5.20
★ Buffalo	116.5	100.4	52.30
★ Syracuse	116.0	100.0	21.20
★ Binghamton . .	115.0	99.1	7.30
★ Rochester . . .	114.6	98.8	29.40
★ New York . . .	108.6	93.6	302.55
★ Troy	108.5	93.5	3.65
★ Albany	102.3	88.2	1.95
North Carolina			
★ Durham	120.0	103.4	6.15
★ Asheville . . .	118.1	101.8	6.40
★ Winston-Salem .	118.1	101.8	6.40
★ Charlotte . . .	116.5	100.4	11.75
★ Greensboro . .	115.2	99.3	5.45
★ Raleigh	115.1	99.2	4.95
North Dakota			
★ Fargo	117.0	100.9	4.50
★ Grand Forks . .	113.4	97.7	1.95
Ohio			
★ Akron	123.5	106.5	35.35
★ Cincinnati . .	122.0	105.2	65.60
★ Toledo	119.5	103.0	34.80
★ Dayton	118.0	101.7	27.15
★ Cleveland . . .	117.7	101.5	105.55
★ Youngstown . .	117.5	101.3	19.00
★ Canton	117.5	101.3	13.40
★ Columbus . . .	116.5	100.4	32.60
★ Springfield . .	114.5	98.7	5.70
★ Zanesville . . .	112.5	97.0	3.05
★ Steubenville . .	107.9	93.0	2.30
Oklahoma			
★ Tulsa	123.0	106.0	17.50
★ Oklahoma City .	116.3	100.2	15.90
Oregon			
★ Portland	126.0	108.6	60.30
★ Salem	123.5	106.5	5.90
Pennsylvania			
★ York	122.8	105.9	9.10
★ Erie	122.0	105.2	14.85
★ Johnstown . . .	118.0	101.7	8.55
★ Harrisburg . .	117.7	101.5	10.80
★ Philadelphia . .	116.6	100.5	162.35
★ Pittsburgh . . .	113.0	97.4	63.70
★ Wilkes-Barre . .	112.5	97.0	6.20

RETAIL SALES
(12 months ending September 30, 1942, compared with September 30, 1941.)

	Rate of Change	Volume of Change	
City- Index	National Index	Gain in Millions	
Pennsylvania (Cont'd)			
★ Allentown . . .	112.0	96.5	7.30
★ Altoona	106.0	91.4	2.70
★ Reading	105.0	90.5	5.35
Rhode Island			
★ Providence . .	125.0	107.8	43.65
South Carolina			
★ Greenville . .	128.5	110.8	9.95
★ Charleston . .	123.4	106.4	10.15
★ Columbia . . .	111.5	96.1	5.45
★ Spartanburg . .	110.6	95.3	2.90
South Dakota			
★ Sioux Falls . .	130.0	112.1	9.15
Tennessee			
★ Memphis . . .	130.0	112.1	53.55
★ Chattanooga .	124.6	107.4	17.40
★ Nashville . . .	118.7	102.3	18.45
★ Knoxville . . .	116.2	100.2	10.55
Texas			
★ Wichita Falls .	125.7	108.4	7.60
★ Fort Worth . .	125.5	108.2	27.65
★ Dallas	124.0	106.9	51.40
★ Waco	123.4	106.4	6.70
★ Houston	122.8	105.9	56.40
★ Beaumont . . .	118.5	102.2	6.90
★ San Antonio . .	116.1	100.1	20.30
★ Austin	115.7	99.7	6.60
★ Galveston . . .	111.4	96.0	3.15
★ El Paso	109.1	94.0	5.10
Utah			
★ Salt Lake City .	119.7	103.2	17.75
★ Ogden	119.5	103.0	4.90
Vermont			
★ Burlington . .	113.8	98.1	2.95
Virginia			
★ Portsmouth . .	128.8	111.0	7.05
★ Norfolk	123.5	106.5	21.75
★ Richmond . . .	120.0	103.4	26.20
★ Lynchburg . . .	113.1	97.5	3.40
★ Roanoke	107.9	93.0	3.65
★ Newport News . .	104.0	89.6	1.10
Washington			
★ Seattle	134.1	115.6	101.25
★ Tacoma	129.9	112.0	23.80
★ Spokane	110.7	95.4	8.90
West Virginia			
★ Charleston . .	117.8	101.5	9.90
★ Huntington . .	110.8	95.5	4.35
★ Wheeling . . .	106.0	91.4	2.15
Wisconsin			
★ Sheboygan . . .	136.3	117.5	9.35
★ Superior	128.1	110.4	5.30
★ Milwaukee . . .	121.5	105.8	75.85
★ Manitowoc . . .	121.0	104.3	3.25
★ Green Bay . . .	116.6	100.6	5.40
★ La Crosse . . .	110.3	95.1	2.45
Wyoming			
★ Cheyenne . . .	113.0	97.4	3.00

DETROIT

BOOMS

FOR YOU!

YOUR freedom is at stake. And so Detroit—home of industrial miracles—is shattering all production records. Every hour of every day and night—more tanks, more trucks, more guns, more planes!

The world's automobile city has suddenly become the world's greatest arsenal. Employment, production and payrolls are now greater than Detroit has ever known them!

More than 550,000 Detroit men are engaged in war work and more are being added each day. They average \$53.54 a week—a total payroll estimated at \$29,000,000! They have money to buy now and they are purchasing War Bonds so they will have money to buy later on.

The effective, economical way to reach these busy, prosperous workers is through the columns of their favorite newspaper—**THE DETROIT NEWS**. With its circulation now at an *all-time high*, **THE NEWS** goes into 63.8% of all homes in Detroit taking any newspaper regularly!

The largest A. B. C. recognized HOME-DELIVERED circulation in America!

WEEK-DAYS—380,495 SUNDAYS—459,479

The Detroit News

THE HOME NEWSPAPER

Owners and operators of Station WWJ—America's Pioneer Broadcasting Station—and Station W-45D-FM

New York: I. A. KLEIN, INC.

Chicago: J. E. LUTZ

AUGUST 1, 1942

[51]

OUR RATE POLICY

As a national advertiser, your rate is no higher than that paid by the many local accounts who use this station consistently and profitably. It's one rate to everybody—a bargain for all!

THE ADVERTISING TEST STATION IN
THE ADVERTISING TEST CITY
BASIC CBS, HARTFORD

WDRC

CONNECTICUT'S PIONEER BROADCASTER

Media & Agency News

The Instructor Proves Its Power in the Children's Market

It has been estimated, that there are approximately 21,000,000 children in the elementary and grammar schools of the United States. Up to and including high schools there are about 230,000 schools. A heap of eating is done by these youngsters and sales managers of food manufacturers have long cast a hungry eye upon this field.

How to impress the kid with the item?

The Instructor, a magazine edited for school teachers, contends that the nut has been cracked. The solution, it holds, has come through a tie-in with the National Nutrition Campaign sired by Paul V. McNutt's "Office of Defense Health and Welfare Services" which has embarked on a program to make the nation strong through eating nutritional foods.

On the theory that the more than 100,000 copies of *The Instructor* which go to teachers in these schools are handed around from one teacher to the other, the publishers claim that 400,000 elementary school teachers read the publication.

Latest figures available show 669,633 elementary school teachers (90% of whom are women) in the nation, of whom 603,379 teach in public elementary schools, and 66,254 in private elementary schools.

What evidence is there available to prove that promotional advertising aimed at the children through their teachers will pull? That is, if it has some educational angle or special offer that makes something definite wanted. *The Instructor* offers this evidence:

Listerine used one page and received 76,000 coupons requesting 2,500,000 outlines to be colored and taken home; Lifebuoy used two pages with a return of 39,000 coupons calling for 1,560,000 wash-up charts.

Skookum Packers tried a 28-line ad, got 2,000 coupons in the mails and so distributed 40,131 booklets on apples; LePage's Glue used a quarter-page and sold 2,800 handcraft booklets at ten cents each.

Western Union, with a half-page, drew 10,000 coupons and distributed 500,000 color-in outlines; Waterman Fountain Pen, with one page, had a return of coupons calling for 300,000 "finder maps."

Beginning with its September issue, *The Instructor* will launch a campaign to enroll the teachers under the nutritional banner

and so support the Government's campaign for better eating. Teachers cooperating will be asked to sign a "Pledge of Cooperation" which enlists them in the drive. Free booklets and charts will be distributed.

Any company or organization participating is permitted to list not more than two pieces of literature. Some of those announced to date are:

Milk and Milk Products—Carnation Co., "Two to Feed" and "Growing up with Milk"; Evaporated Milk Association, "Feeding a Family at Low Cost"; Kraft Cheese Co., "The Romance of Cheese," and "Cheese Chart."

Green and Yellow Vegetables—Minnesota Valley Canning Co., "The Story of Peas" and "The Story of Corn"; H. J. Heinz Co., "Manual of Foods—Composition and Value" and "A Guide to Better Nutrition."

Breads and Cereals—Pillsbury Flour Mills Co., "Fightin' Food"; Ralston Purina Co., "Whole Grains"; Kellogg Co., "Health from Day to Day" and "Foods for Growing Boys and Girls"; General Mills, "Nutritional Kit"; American Institute of Baking, "Enriched Bread—What Leading Authorities Say about It."

Meats, Poultry and Fish—Armour & Co., "The Meat You Buy" and "Defense of Health with Economy Meats"; American Meat Institute, a leaflet for the teacher, "Meat and Its B Vitamins," and a small balanced-diet chart for the pupils, "Eat the Right Foods"; and Libby, McNeil & Libby, "Hunches for Lunches."

Butter and Other Spreads—Best Foods, Inc., "Let's Begin with Vitamin A."

Miscellaneous Nutrition Booklets—American Can Co., "Let's Make America Strong"; General Electric Co., "How to Get the Most out of the Food You Buy"; Knox Gelatine Co., "Sugarless Desserts and Salads"; Corn Products Refining Co., "Dextrose . . . What it Is . . . What it Does"; Metropolitan Life, "A Series of Nutrition Posters in Color"; National Association of Grocers and Manufacturers, "U. S. Needs US Strong," posters and leaflets; Standard Brands, "Fleischmann's Yeast Kit" and "Royal Baking Powder Kit"; Westinghouse Electric, "Vitamin Retention by Electric Cooking" and "The Care and Use of Electric Appliances in the Home."

U. S. Government Booklets—"Are They Getting the Right Start?", "Have They the

Protection of Proper Foods?", "Are We Defending Their Right to Health?", "School Lunches and Education," and others constituting a series.

Helen Mildred Owen, editor of *The Instructor*, in a letter to selected food manufacturers says:

"These are the 'tools' which the teacher needs and wants in order to put the Nutrition Drive into action in the classroom. We are going a step further than most publications in tying up with manufacturers who have such tools available. We can count on the teacher's wholehearted cooperation, if she has the tools with which to work."

Under the plan being placed in operation each request for material must be made on a separate slip of paper by the teacher. These are then forwarded to the manufacturer or organization participating and the matter requested is sent by them.

Agencies

To aid the Government and industry in the "quick and effective dissemination of facts to free people outside the United States," seven agencies form the Association of Export Advertising Agencies, New York. Thomas M. Quinn, Dorland International, is president; Irwin A. Vladimir, Irwin A. Vladimir & Co., vice-president, and Arthur A. Kron, Gotham Advertising Co., secretary-treasurer. Other charter members are G. M. Basford Co., Export Advertising Agency, Foreign Advertising & Service Bureau, and National Export Advertising Service. Other agencies which handle export advertising and meet the association's qualifications will be asked to join.

* * *

Westheimer & Co., St. Louis, forms a "business defense" division, designed primarily for concerns who believe that they "cannot afford to advertise."

* * *

Recent new members of American Association of Advertising Agencies are Charles H. Mayne Co., Los Angeles, and Sherman K. Ellis & Co., New York and Chicago.

* * *

Ward Wheelock goes into active service in the Army Air Corps, and Arthur A. Bailey, his assistant, is advanced to executive vice-president in charge of operation of Ward Wheelock Co., in his absence. . . Emerson Foote becomes executive vice-president in charge of Lord & Thomas, New York office, succeeding L. M. Masius, now a major in the Army. . . Leslie S. Pearl, vice-president and copy chief of Batten,

SALES MANAGEMENT

Barton, Durstine & Osborn, joins the Army as a major.

Guy Richards, media executive of Comp-ton Advertising, Inc., is elected a vice-president. . . Stanley A. Brown joins Weiss & Geller, at New York, as executive vice-president. . . Chester T. Birch, from Sherman K. Ellis & Co., is now with Pedlar & Ryan as an account executive. . . Lloyd Seidman, account executive with Donahue & Coe, is named vice-president. . . New executives of Daniel F. Sullivan Co., Boston, are Ben F. Provandie, general manager, in charge of accounts and research; E. A. Malloy, director of copy and plans; John K. Lynah, art director; William H. Sullivan, production manager, and Janet Stark, office manager. . . John DeNero, former art director on the RCA account, becomes head art director of Lord & Thomas, New York. . . John H. Boll is elected president of Superior Advertising, Inc., Fort Wayne, Ind., and will act as executive on the McMillen Feed Mills account. . . Carl M. Stanton becomes executive on the American Tobacco account at Lord & Thomas, New York.

Accounts: Standard Brands, Inc., appoints Ted Bates, Inc., for Royal baking powder, Royal gelatin and puddings, and Fleischmann's gin and Preferred and Bond whiskies, effective September 1. . . Old Dutch cleanser, of Cudahy Packing Co., to Grant Advertising, Inc., Chicago. . . Carter's Little Liver pills, of Carter Products, Inc., to Ted Bates, Inc., New York. . . Winchester Repeating Arms Co., New Haven, to D'arcy Advertising Co. New York office. . . Elizabeth Arden, Inc., New York, to Maxon, Inc. . . Smithfield Ham & Products Co., Smithfield, Va., to Carter-Thomson Co., Philadelphia. . . Rochester Ropes, Inc., to L. E. McGivena & Co., New York. . . Pan American Coffee Bureau to J. M. Mathes, Inc.

Radio

All coast-to-coast networks now have a lot to say about full-network discounts. Columbia started its full-network discount on July 15 with nine advertisers participating with 13 shows. Among these were Camel, Chesterfield, Lucky Strike, Philip Morris, Armstrong Cork, Coca-Cola, General Motors, Lever Bros. and Wrigley. . . Blue network, which began a full-network discount in October, 1938, has among its full-list sponsors for Fall Bristol-Myers, Ford, Socony Vacuum and Texaco. . . NBC announces that it is working on a "plan for full-network broadcasts . . . at comparatively low cost."

Mutual, meanwhile, introduces a rate card, effective August 1, offering advertisers a "flexible, six-point purchasing plan, geared to wartime economies." Among these are coast-to-coast coverage on 56 stations at reduced cost; freedom in selecting supplementary stations; classifying outlets on the basis of market size; economy in reaching smaller markets; a special full-network price, and discounts up to 50, 60 and 75%, scaled according to size and number of markets covered.

Mutual currently offers 204, NBC Red, 128; Blue Network, 127, and CBS, 116 stations.

Night listening in June was 23.4, as compared with 24.4 in June, 1941, says Cooperative Analysis of Broadcasting. C.A.B.'s day index in the same period dipped from 14.8 to 13.6.

WIS, Columbia, S. C., and WMC, Mem-

phis, NBC affiliates, increase night power to 5,000 watts. . . WIRE, Indianapolis, NBC affiliate, appoints John E. Pearson Co. national advertising representative. . . Some NBC executive changes: Clarence L. Menser, national program manager, becomes vice-president in charge of programs. Norman Noyes is named national spot sales coordinator for the western division, at Hollywood. Thomas M. Ray, Jr., is now spot sales representative in San Francisco. Frank E. Ford is now western division sales promotion manager.


CBS introduces a new station relations set-up, with William A. Schudt, Jr., Howard Lane and Edwin Buckaley respectively division field managers, at New York, Chicago and Los Angeles. . . Al Nelson, until recently general manager of KPO and KGO, San Francisco, forms A. E. Nelson Co., public relations and advertising counsel, San Francisco. . . Richard E. O'Dea, part owner of WOV, New York, takes over active supervision of the station. . . Constance Harris, from Providence Journal-Bulletin, becomes statistician of the Blue network. . . Don Miller joins the radio sales staff of CBS in New York. . . Francis Howard, from Kremer & Howard, Memphis agency, joins the Blue network's sales promotion staff in New York. . . Betty Marks, Edward W. Side and Dr. Gerhard D. Wiebe become members of the research and sales promotion departments of CBS. . . Lee Little is named general manager and Wayne Sanders is appointed program director of KTUC, Tucson, Ariz., a CBS affiliate.

Mutual makes 21 network programs available for cooperative sponsorship. A new department has been developed for this business, with John Mitchell handling it in New York and Don Pontius in Chicago.


Magazines

Reader's Digest reviews the magazine-radio "war" with a lead article in its August issue on "Plug Ugliers," referring to certain types of radio commercials. But the Digest itself has found radio to be a good medium for promoting circulation. . . Saturday Evening Post is reported planning a network show for the Fall.

Henry Publishing Co., New York, headed by J. Fred Henry, will introduce in October Skyways, a monthly "keyed to current events," but with "its eye focused sharply on the post war market." Printed on coated stock, it will sell for 25 cents a copy, and guarantee 75,000 net paid circulation. Douglas B. McIntosh, formerly advertising manager of Popular Photogra-



FOR A GOOD DAY'S WORK
IN ST. LOUIS



GET A GOOD NIGHT'S
SLEEP AT
Hennox
HOTEL

COMPLETELY AIR-CONDITIONED • RATES FROM \$3.25



KMBC

of Kansas City

5000 watts • CBS • Arthur B. Church, President

Ask your Agency to ask the Colonel!
FREE & PETERS, Inc., National Representatives

An Address of
Distinction in
Chicago

on the famous . . .
GOLD COAST



The Drake, on the shores of beautiful Lake Michigan, offers every convenience to the visitor in Chicago. Close to shopping centers, theatres, movies, smart night clubs, ball parks. Fast transportation to all parts of Chicago and suburbs. Away from the noise and congestion of the Chicago Loop—yet, only 5 minutes from Downtown.

A. S. KIRKEBY, Managing Director

The Drake

Lake Shore Dr. at Michigan Ave. - Chicago

phy, becomes general manager, and Hendry Lars Bart, formerly managing editor of *Seapower*, managing editor.

Philip Kobbe joins the executive staff of *United States News*. . . George Krakora, recently secretary of Judson Special Agency, joins the advertising sales staff of *Air News*, picture magazine of aviation. . . Oscar M. Dugger, Jr. is named acting western manager of *Progressive Farmer*, succeeding to the duties of Paul Huey, now in the Army Air Service. . . Alec E. Oakes, from *Country Life*, is now eastern advertising manager at New York of *National Horseman*, Louisville. . . Sid Kalish, western advertising manager of Hillman Periodicals, Inc., New York, is appointed advertising director, with office in Chicago. . . John A. Ortgies joins *Harper's Magazine* in charge of book publishers' advertising. . . Miss Sue Handleman joins the eastern

advertising staff of *Charm*. . . Harry Walsh, from *Newsweek*, is now with *This Week*.

Macfadden Women's Group reports its latest September issue—28% more in advertising revenue than September, 1941. . . Modern Magazines issue their second "Survey of Drug Products." . . Fawcett Men's Group issues a promotion booklet titled, "Calling All Fact Detective Story Fans." . . *Saturday Evening Post* reports that it distributed four and a half carloads of material to 93,602 grocery stores, in connection with its promotion, in June, of the National Nutrition Program. . . *Nation's Business* releases a study on the long-term consistency of its advertisers. . . Parents' Institute announces rate adjustments for *Baby Care Manual*, effective January, 1943, and increase in circulation guaranty to 500,000 annually.

Newspapers

Some major newspapers will report lineage increases in July, from the same month of a year ago, for the first time this year. . . Meanwhile, Media Records reports, for 52 large cities in June, that total advertising was down 9.9%—losses by classifications being retail 4.7; general or national 9.3; automotive 48.3; financial 17.7, and classified 15.2. For the first half of 1942 the changes, all downward, were retail 3.1; general 3.8; automotive 63.9; financial 11.3; classified 12.6. Total advertising in these cities for the first half was down 8.5.

In the first audit of its circulation, the Chicago *Sun*, founded last December by Marshall Field, reports that its net paid daily average was 303,288 and Sunday average 511,505. A supplementary six-month audit, excluding the unusually large December circulation, showed 277,083 daily and 450,835 Sunday circulation. New low advertising rates were put into effect July 1.

Don L. Schneider is named national advertising manager of the Dallas *Times Herald*. . . James Lenox becomes national advertising manager and Edwin Warren classified advertising manager, both newly-created positions, of *Newsday*, Hempstead, N. Y.

Advertising Research Foundation finds in a survey of Minneapolis *Star Journal*, as part of the Continuing Study of Newspaper Reading, that "reader interest in war news, editorials and columnists continues to be high." . . . St. Louis *Globe-Democrat* starts to promote findings in an "Adver-testing" study of grocery sales there. . . *Daily Californian* of the University of California will become a city-wide newspaper in Berkeley in the Fall, with carrier and newsstand sales. . . Los Angeles *Times* begins a campaign to show its readers "how to live better, eat better and save money" by taking advantage of products advertised there. . . New Orleans *Times-Picayune* and *States* open their newspaper routes to women. . . Katz Agency, national advertising representative, issue a report on mounting circulation of the Honolulu *Advertiser*, and increasing advertising opportunities there.

William E. Robinson, advertising direc-

tor of the New York *Herald Tribune*, is elected second vice-president of that newspaper.

Audit Bureau Will Hold One-Day Annual Meeting

Twenty-ninth annual meeting of Audit Bureau of Circulations will take place at the Palmer House, Chicago, October 15. Unlike previous annual meetings this will be limited to one day, with departmental sessions probably in the morning. No formal luncheon or dinner will be scheduled.

New A D of A Officers

The Advertising Distributors of America's board of directors at a recent meeting in Cleveland designated Ralph L. Goodman as chairman of the board and Roy Ziegenfuss, president.

PHOTOSTAT PRINTS

Photostat reproductions only 12c, letter size; (in quantities, still less). Strengthen sales promotions with prints of testimonial letters, orders, etc. For office duplication, often costs less than typing or contact boxes.

MATHIAS and CARR, Inc.
165 Broadway; 1 East 42nd Street
Cortland 7-4836

CALLING ALL TRAVELERS!
KEEP YOUR EXPENSES IN

BEACH'S
"Common Sense"
EXPENSE BOOKS

Get them from your
stationer or write to

Beach Publishing Co., Detroit, Mich.
7338 Woodward Avenue

SALARIED POSITIONS

\$2,500 to \$25,000. This thoroughly organized advertising service of 32 years' recognized standing and reputation, carries on preliminary negotiations for positions of the caliber indicated above, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If your salary has been \$2,500 or more, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

SAVE STEPS IN
St. Louis
STOP AT **HOTEL**
Ilkennox
DOWNTOWN ON YOUR DOORSTEP

COMPLETELY AIR-CONDITIONED - RATES FROM \$1.29

MONTREAL
TORONTO
WINNIPEG

GIBBONS KNOWS CANADA

J. J. GIBBONS LIMITED • ADVERTISING AGENTS

REGINA
CALGARY
EDMONTON
VANCOUVER

MERCHANDISING FIELD MANAGER

LARGEST NATIONAL FEED MANUFACTURER, AAA rating, headquarters St. Louis, requires dynamic field sales merchandising leader, age 30 to 35 years, gentile. Prefer man now employed, with 10 years experience one firm selling rural markets.

If you have background, experience, ability to sell products, persuade distributors, stimulate and train dealer organizations, we have better position for you with great opportunities in our tremendous expansion program. Permanent position not affected by priorities.

Reply giving full details. Box 1017, Sales Management, 386 Fourth Ave., New York, N. Y.

Merchandising Man Available

Though only 37, I've had 19 years' experience in sales promotion and advertising with large national manufacturer of package goods sold through grocery, drug, and syndicate stores. Particularly familiar with volume products such as soaps, cereals, as well as long gross-profit specialties. Now living in Midwest; can locate any point if proposition suitable. For complete information write Box 1016, Sales Management, 386 Fourth Ave., New York, N. Y.

SALES MANAGEMENT



ICARUS *layed an egg*

He was an inventive chap, and, according to Greek mythology, was the great grand daddy of aviation.

Back in the halcyon days of Olympian ambrosia, Icarus rigged up a pattern of wings, attached them to his broad shoulders with grade A wax and, Hy Ho, he soared through the air with greatest of ease.

All was clear sailing until his optimism flew away with him. Wishful flying took him too near the sun, and Old Sol put the heat on. The wax melted. Icarus's wings flew off with the wind and when he crashed, he crashed like Lucifer—never to rise again.

And with that classic of bad planning we apply the yarn to emphasize the importance of right planning and research. Before you take off for new markets or pin point old ones, be sure you know where you're headed and what you'll run into when you get there.

Wise organizations determine all the angles before they try out their wings. That's why they call in Ross Federal to get the facts first. Plan to talk with a Ross Federal man today about your plans for tomorrow.

ROSS FEDERAL RESEARCH
CORPORATION • 18 EAST 48TH STREET, NEW YORK
AND 31 KEY CITIES FROM COAST TO COAST



C O M M E N T

BY RAY BILL



MAKING SENSE. So called "time-locked" recovery bonds, as proposed by Fiduciary Counsel, Inc., offer significant possibilities. Briefly, the plan embraces the purchase of such governmental bonds by corporations in the ratio of 20% of income subject to excess profits tax. These bonds would bear no interest until the war ends and would represent funds for postwar industrial development, to be released for use immediately upon return of peace. The plan represents a major effort to solve the colossal employment problem which will arise when we must reconvert from war to peace.

The proponents of this plan who have appeared before House and Senate committees point out that "too little and too late" applies as well to post war plans. They emphasize that victory will indeed be hollow unless we plan now for post war jobs, to take care of 20 million let out of war jobs and seven million demobilized from the armed services.

For breakdown illustration on the industrial side, the aircraft industry will probably have to slough off 1,500,000 workers even though its post war peacetime employment be about ten times as great as it was before the war. Many other industries which have been enormously stepped up for war production will be unable to continue at anything like present employment levels, if their post war peace time employment parallels the before-war employment of these same industries.

The proponents of public works as the solution of post-war unemployment know in their hearts that this can be no more than a contributing factor. The major solution must be found on private payrolls and to this end all possible numbers and types of managerial brains—of small companies as well as of big—must be ready and equipped to perform Herculean tasks in the conversion of industry back to peace on a mammoth scale.

The "Time-locked" recovery bond program offers much of merit in our opinion, and makes sense. We differ with its authors only in the degree to which the plan should be made to apply. In the first place, we would exempt 20% of all corporate income from any taxation whatever, provided this untaxed income be invested in such recovery bonds. In the second place, we think recovery bonds should become interest bearing only when *used* for the purchase of equipment or for development of peacetime business when the war is over and when the nation's most

vital problem lies in providing peacetime employment of more colossal proportions than has ever been requisite.

SUICIDE BY SUBSIDY. The unwillingness of politicians to face economic issues without evasion, avoidance or some other method of "escape" threatens to bring on a crisis which cannot be successfully shelved "for the duration."

The problem heads up broadly as "inflation." But called by this name, most people remain apathetic. The public leaves inflation as a problem for solution by the specialists. Individual citizens understand it only as specific phases affect them personally. The cost-of-living phase, of course, strikes across the whole land, as do also price and wage structures . . . and it is on such phases that the politicians of all parties try to protect their own skins, either by unwarranted procrastination or the use of illusory devices.

Fairly new in this latter category stand certain new plans and proposals for subsidy. To permit farm product prices to rise, while OPA struggles to maintain other prices, the Government plans to take up the slack by subsidy. This keeps the farmer happy and temporarily keeps consumer prices down, although clearly the people must ultimately pay for this slack and all the inefficiency which goes with any deviation from the principle of making success primarily a reward for enterprise.

Similarly, the Government now proposes to subsidize certain increased freight costs so that again consumer prices can be kept down.

Some subsidies are unavoidable. Shortages in some basic commodities make it seem more desirable to subsidize the marginal producer than to allow prices to rise to the point where he can make a little, and the more fortunately situated producers, a lot. Subsidies may be advisable for certain other companies whose costs since March have soared through shipping losses or other war factors beyond their control. But widescale practice of a subsidy policy is a horse of another color.

We dislike playing the role of critic. But we feel forced to go on record as follows. *First*, subsidies given to producers who have it within their power to exist at present price levels will not in the end arrest inflation; they will step it up. *Second*, such methods may put a power in the hands of politicians and governmental administrators which reeks of Hitlerism, if great caution is not exercised at all times and in all directions.